

352.67
L1RR
1968

State of Montana

REPORT WITH RECOMMENDATIONS

On The

POSITION CLASSIFICATION AND COMPENSATION PLANS

And

RELATED PERSONNEL MATTERS

August 1968

J. L. JACOBS & COMPANY

ESTABLISHED 1914

53 WEST JACKSON BOULEVARD
CHICAGO, ILLINOIS 60604

Montana State Library



3 0864 1006 6652 1



State of Montana
REPORT WITH RECOMMENDATIONS
On The
POSITION CLASSIFICATION AND COMPENSATION PLANS
And
RELATED PERSONNEL MATTERS
August 1968

J. L. JACOBS & COMPANY

ESTABLISHED 1915

53 WEST JACKSON BOULEVARD
CHICAGO 4, ILLINOIS

J. L. JACOBS & COMPANY

53 W. JACKSON BLVD., CHICAGO, ILL. 60604 • AREA CODE 312 • 427-8162

Consultants in Public Administration and Finance

Mr. Richard F. Morris
Budget Director
State Capitol
Helena, Montana

Dear Mr. Morris:

We respectfully transmit herewith our report on the survey and development of the Classification and Compensation Plans covering positions in the service of the State of Montana, and related personnel matters.

The following briefly describes the contents of the separate parts of this report:

Part One. Scope and Procedures of the Classification and Compensation Survey with Conclusions and Recommendations.

This part outlines the objectives and describes the scope and extent of the survey; details the content and coverage of the salary and wage studies; describes the basis for compensation recommendations; sets out important steps that are necessary for the implementation, administration, and maintenance of the plans; and describes the main features of the Classification and Compensation Plans.

Part Two. Organization and Staffing of the Personnel Department.

This section contains the proposed organization, staffing and related recommendations for Personnel Administration.

Part Three. Manual of Procedures for Maintaining the Classification and Compensation Plans.

This section contains a manual describing the procedures and methods for maintaining the proposed Classification and Compensation Plans (submitted separately).

Part Four. Proposed Personnel Rules.

This part includes proposed rules to be approved and adopted by the state administration which will govern the total personnel management program. The provisions of these proposed rules cover all aspects of a merit personnel system including recruitment, examination, classification and pay, premium and special compensation, and fringe benefits. The appendices to the Personnel Rules include the Occupational List of Class Titles and the Salary Schedules (submitted separately).



Digitized by the Internet Archive
in 2015

<https://archive.org/details/reportwithrecomm1968jlja>

Part Five. Personnel Records and Procedures.

This section contains the proposed basic forms and the procedures for carrying out the personnel function in an orderly manner (submitted separately).

Part Six. Allocation Records.

This section contains the complete allocation records listing every position by agency, identified by the name of the incumbent, together with the present title, present salary and proposed title and proposed pay grade for the position (submitted separately).

Part Seven. Class Specifications.

This section contains a complete specification for each class in the Classification Plan (submitted separately).

Appendix A. Occupational List of Class Titles and Salary Schedules.

This Appendix contains the complete Occupational List of Class Titles and the Salary Schedules.

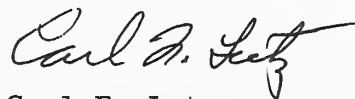
Appendix B. Summaries of Salary Survey Data.

This Appendix contains complete summaries of the data collected from the larger governmental and private employers in the State of Montana on salaries and wages paid for common occupations and on the benefits provided to their employees. These data, together with data from other reliable sources from outside the state where applicable, were used as a basis for the Compensation Plan recommendations.

We gratefully acknowledge the cooperation of officials and employees of the state during the conduct of the survey, and the sincere desire of all concerned to help with the development of uniform and equitable classification and compensation plans for the state personnel administration. We also appreciate the cooperation of many of the state's leading employers through their participation in the salary survey.

Sincerely yours,

J. L. JACOBS & COMPANY



Carl F. Lutz
Supervising Partner
Personnel Services Division

TABLE OF CONTENTS

PART ONE: SCOPE AND PROCEDURES OF THE CLASSIFICATION AND COMPENSATION SURVEY with CONCLUSIONS AND RECOMMENDATIONS

	<u>Page</u>
(1) SURVEY OBJECTIVES AND ADVANTAGES OF AN INDEPENDENT SURVEY....	
(a) <u>Objectives of the Survey</u>	1
(b) <u>Advantages of an Independent Survey</u>	1
(2) THE IMPORTANCE OF POSITION CLASSIFICATION	
(a) <u>Importance to Management</u>	2
(b) <u>Importance to Employees</u>	4
(c) <u>Importance to the People of the State</u>	4
(3) BENEFITS AND MAIN FEATURES OF THE PROPOSED CLASSIFICATION AND COMPENSATION PLANS	
(a) <u>Benefits of the Proposed Classification</u> <u>and Compensation Plans</u>	5
(b) <u>Main Features of the Classification</u> <u>and Compensation Plans</u>	6
(4) DEVELOPMENT OF THE CLASSIFICATION PLAN	
(a) <u>Collection of Job Information</u>	8
(b) <u>Field Observation</u>	9
(c) <u>Classification of Positions</u>	9
(d) <u>Evaluation of Classes</u>	9
(e) <u>Preparation of Allocation Lists</u>	10
(f) <u>Checks and Review Procedures</u>	10
(g) <u>Preparation of Class Specifications</u>	11
(5) CONCLUSIONS AND RECOMMENDATIONS ON CLASSIFICATION PLAN	
(a) <u>Class Titles</u>	12
(b) <u>Occupational Structure of the</u> <u>Classification Plan</u>	12
(c) <u>Borderline Professional Classes</u>	16
(d) <u>Classification Criteria</u>	16
(6) DEVELOPMENT OF THE COMPENSATION PLAN	
(a) <u>Basis for the Compensation Plan</u>	17
(b) <u>The State-wide Salary Survey</u>	17

	<u>Page</u>
(c) <u>Salary Survey Data from Other Sources</u>	23
(d) <u>Basis for Compensation Recommendations</u>	23
(e) <u>Basis for Salary Schedule Structure</u>	24
(f) <u>Features of Proposed Salary Schedules</u>	24
(g) <u>Summary of Advantages of</u> <u>Proposed Pay Schedules</u>	28
(7) CONCLUSIONS AND RECOMMENDATIONS ON THE COMPENSATION PLAN.....	
(a) <u>General Observations on Present Pay Policies</u>	29
(b) <u>Special Compensation Provisions</u>	29
(c) <u>Recommended Benefits Requiring</u> <u>Changes in Statutes</u>	34
(8) MAINTENANCE OF THE CLASSIFICATION AND COMPENSATION PLANS.....	36
(9) IMPLEMENTATION OF THE COMPENSATION PLAN AND APPROXIMATE COST.....	
(a) <u>Adjustment of Salary Schedules to Reflect Changes</u> <u>in Prevailing Rates Before Implementation</u>	37
(b) <u>Pay Adjustments Resulting from Implementation</u> <u>of the Classification and Compensation Plans</u>	37
(c) <u>Estimated Cost of Implementation</u>	39
PART TWO: ORGANIZATION AND STAFFING OF THE PERSONNEL DEPARTMENT	
PART THREE: MANUAL OF PROCEDURES for MAINTAINING THE CLASSIFICATION AND COMPENSATION PLANS (Submitted Separately)	
PART FOUR: PROPOSED PERSONNEL RULES (Submitted Separately)	
PART FIVE: PERSONNEL RECORDS and PROCEDURES (Submitted Separately)	
PART SIX: ALLOCATION RECORDS (Submitted Separately)	
PART SEVEN: CLASS SPECIFICATIONS (Submitted Separately)	
APPENDIX A: OCCUPATIONAL LIST OF CLASS TITLES And SALARY SCHEDULES	
APPENDIX B: SUMMARIES of SALARY SURVEY DATA	

PART ONE

SCOPE AND PROCEDURES

of the

CLASSIFICATION AND COMPENSATION SURVEY

with

CONCLUSIONS AND RECOMMENDATIONS

PART ONE
SCOPE AND PROCEDURES
of the
CLASSIFICATION AND COMPENSATION SURVEY
with
CONCLUSIONS AND RECOMMENDATIONS

(1) SURVEY OBJECTIVES AND ADVANTAGES OF AN INDEPENDENT SURVEY

(a) Objectives of the Survey.

In accordance with the provisions of the contractual agreement, the consultants have undertaken the survey of some 8600 positions covered by Extraordinary Session House Bill No. 29 to meet the following principal objectives.

1. Assure that the classification of each individual position is appropriate and that all positions are grouped into standard classes in order that the positions included in each class will have similar duties and responsibilities, that the same kind and amount of education and experience qualifications will be required, and the same title and range of pay can be equitably applied.

2. Assure that each class is properly evaluated on the basis of the level of responsibilities and the job requirements and that the class is thereby graded in accordance with its relative value or importance among all other classes.

3. Assure that a range of pay is established for each grade which recognizes prevailing rates of pay for the common occupations in the State of Montana and, where recruitment for state positions likely would be made on a regional or nation-wide basis, prevailing rates in surrounding states or in the country as a whole have been utilized; recognizes the differences in job values at the respective grades; and provides for advancement in pay within grade as employees improve their job knowledge and productivity through satisfactory or better service in their respective positions.

4. Assure that the classification and compensation plans will be administered and maintained properly by providing proposed regulations governing the administration and maintenance of the plans.

(b) Advantages of an Independent Survey.

The main advantages in having the classification and pay survey done by an independent consulting firm rather than by assigned staff within the organization may be summarized as follows:

1. First, a consulting firm draws from its broad experience in the field of classification and pay administration, is free from the influence of methods and procedures used in the past in the state or by a single public agency or company, and applies the best procedures and methods suitable to the conditions and requirements of the state.

2. Secondly, the contracting for consulting services results in the fastest approach to complete the job in the shortest time. The everyday burden of current duties and responsibilities has repeatedly proved, in similar cases, an obstacle to having such comprehensive survey work carried out by regularly assigned staff.

3. Lastly, more complete objectivity is achieved by the outside consultants who are free of personal associations with incumbents of positions being classified and free of influence by any group or management individual within the organization being surveyed. Such objectivity is difficult to attain when the incumbents of positions are known personally.

(2) THE IMPORTANCE OF POSITION CLASSIFICATION

(a) Importance to Management

Position classification plays an important role in many phases of the personnel management program. Some examples of these are described in the following paragraphs. However, it is important to a better understanding of the personnel management process to relate the role of position classification to other management functions.

Only line management has responsibility for determining that a certain operation or function needs to be performed and decides how it can best be performed. Personnel is not involved in the determination of need for positions, but rather studies proposed new or changed positions and determines how they are to be classified and, if a new class is indicated, what standard rate of pay is appropriate. The budget staff then enter the process for the purpose of determining whether or not sufficient funds are available to support the additional costs, if any, involved in effecting the change.

1. Importance in Manpower Procurement. The manpower procurement activities have as their principal objective the placement of the right man in the right job. It is obvious that this cannot be accomplished without knowing exactly what each job is and what kind of a man it requires. The proper grouping of positions with similar duties, responsibilities and complexity of work into classes with uniform qualifications standards, through a sound position classification process, provides this basic information and greatly simplifies the work of the personnel examinations staff. When all of the facts are known about what a job is--position classification supplemented by detailed job analyses for examination development purposes--candidates can then be evaluated to determine those most likely to succeed in the job. Thus, sound position classification is vital for effective

manpower procurement because it reduces the number of examinations needed by grouping similar positions into a common class for which a single eligible list can be established that will be appropriate for filling all vacancies in that class.

2. Importance in Personnel Management. The management of people cannot effectively be accomplished in a large organization by dealing with their names and personalities alone. They must be identified in categories representing the kinds of qualifications they have and what they are capable of doing. This is done most easily by identifying them with the positions they fill. With every position carefully classified, the employee assumes the title of his position and can be identified as to the kind of man he is, in the sense of the kind of thing he is qualified to do. There are many needs in personnel management for treating with people in categories according to the things they are doing.

Pay is determined on the basis of what the job is and what other employers are paying the kinds of people needed for the job. The prevailing rate for a job cannot be determined without an accurate description of what the job is and what kind of a person is required for it; otherwise, the validity of comparability in a pay survey cannot be assured. Pay must be provided to people, but the ranges of pay are assigned to classes of positions, identified by the class title; therefore, people are normally identified on payrolls with the titles of their respective positions.

Many of the personnel regulations dealing with the treatment of people will have need to refer to the people by their occupational categories. Also, the personnel records system depends heavily upon the identification of jobs and people by standard occupational categories which are determined by position classification.

The training program depends on training requirements which cannot be determined easily without the classification of positions. When all the requirements of a class of positions are known and recorded, the training program can be geared to develop the kind of people needed to satisfactorily perform the duties of the positions.

One of the basic elements of the career development program is the identification of "key" jobs. This is done through the classification plan. Having learned what all jobs are and having recorded complete job information and job requirements on the class specifications, the identification of "key" jobs is easy.

3. Importance in Budgeting. The personal services portion of the budget requires a standard identification of job categories. Budget requests must be meaningful and uniform in the specification of the numbers and kinds of positions that are required to support each activity. Intelligent budget review cannot be made if the same jobs are identified differently in different organizational budgets, or

if different jobs are identified by the same title; nor can the "dollar sign" be properly added unless it is identified with a standard title to which has been assigned a standard rate of pay.

4. Importance in Organization and Management Analysis. Sound position classification greatly facilitates the "O&M" work which is so important to effective management. The results of organization, staffing, and methods studies can best be expressed in terms of the standard categories of jobs required. Also, when O&M analysts constitute or create what appears to be a new job classification, the classification staff determines whether or not such a new job may be categorized under a classification already in existence for positions in another organization unit. If it cannot, the plan permits the comparison of the new position with other similar kinds of positions and facilitates the proper categorization of the new position as to occupational field and grade level by the classification staff after the position has been created.

(b) Importance to Employees

Many attitude surveys have indicated that employees are at least as concerned about the equitability of pay as they are about the adequacy of pay. Equitability, or "like pay for like work," is impossible to achieve without a sound and uniform position classification plan. The very essence of such a plan is to get the like jobs together under a standard classification

Employees are also very conscious of their titles, which are the titles of their jobs. They can be most unhappy with them if they do not describe the work they are doing reasonably well and indicate its level of value or importance. Of course, in a standard classification plan, in order to be technically correct and to fit in with a pattern of titles or "title scheme," the formal designations of positions as required for classification administration are not always flattering, nor can they always be used for signing external correspondence or on a door or desk sign. However, most organizations permit the use of so-called "office titles" or "working titles" for these purposes. For example, a "Clerk Stenographer III" might sign a letter as "Secretary to the Board" if that is what she is.

At present, with no uniform classification plan or uniform title structure throughout the state many departments have used good descriptive titles for their positions. Within each department these titles have been very satisfactory, but in developing a state-wide title structure some of these titles are inappropriate for classification and payroll purposes. However, many remain appropriate as "office" or "working titles." To indicate the extent of the diversity of titles throughout the state, the number of different titles used for positions which have been combined into one class in the proposed classification plan was checked. In one critical class for which one standard class title has been substituted, there were forty different titles presently used in the state,

(c) Importance to the People of the State

The interest of the taxpayer is served best when his government

operates under sound classification and compensation plans. Only by this means can he be assured that the public employees serving him are equitably and adequately paid and at the same time not over-paid at his expense. The representatives of the people in the Legislature are implicitly charged with assuring that the people's money is wisely spent. A very large proportion of this money goes for the salaries of state employees and a great deal can be wasted as the result of poor classification and compensation administration.

(3) BENEFITS AND MAIN FEATURES OF THE PROPOSED CLASSIFICATION AND COMPENSATION PLANS

(a) Benefits of the Proposed Classification and Compensation Plans

The important benefits that are obtained through the establishment and maintenance of up-to-date classification and compensation plans are summarized as follows:

1. Provision of a complete and accurate description of each class of positions, furnishing employees and management with information as to the current duties, responsibilities and qualification requirements of the different classes of positions.

2. Evaluation of each class of positions in relation to all other classes, and furnishing management with information as to the relative values of the various classes of positions and the normal lines of promotion.

3. Provision of a pay plan based on prevailing salaries and wages of comparable positions in the area or areas from which the state will be required to recruit employees.

4. Provision of numerous by-products and information that can be utilized in improving personnel administration, including the following:

a. Up-to-date information for use in connection with recruitment and placement of personnel, determining lines of promotion, and selecting the best-qualified personnel for original entrance or promotion.

b. Data required for the development of in-service training programs.

c. Simplification of the record keeping involved in personnel administration and in processing the personnel budget, by providing uniform class titles and standard terminology in the description of duties and qualifications requirements.

5. Provision of like pay for like work. The major premise on which

the integrated classification and pay plans is based is that every position and every employee has a value to the employer. Government agencies, in the interest of mutual equity and fairness to the taxpayers and to the employees, must attach a monetary value to each position in the organization as well as to the incumbent of that position, and must assure the proper assignment of employees in positions. These objectives are attainable through the following:

a. The grade for each class of positions reflects the level of difficulty and importance of the duties and responsibilities of the position, the conditions under which the duties will be performed, and the personal characteristics and qualifications required of an incumbent to perform such duties in an adequate fashion. The state should be prepared to pay to the carefully selected incumbent a rate of pay within a money range established for his position at the specified grade. The same entrance rate of pay should normally be paid to all employees entering into positions at the same grade.

b. In the exceptional cases, an individual employee may possess qualifications in excess of the minimum requirements for the position. In that event, he may be paid initially at one of the intermediate rates of pay within the range established for the position. Thus, recognition may be given at the time of assignment to an exceptionally well-qualified employee.

c. An average employee in a group performing the same duties will perform more efficiently as he gains experience in the position, and should be given recognition accordingly. A number of intermediate rates of pay are provided within the range for each grade for the purpose of increasing the pay of the employee who is performing satisfactorily in his position. The employee who performs in an outstanding manner is advanced more rapidly within the range. The employee who demonstrates ability to perform higher level duties is considered for promotion to a more responsible position and, if promoted, is given a correspondingly higher rate of pay provided for the grade of the new position.

(b) Main Features of the Classification and Compensation Plans.

1. Classification Plan. The classification plan consists of complete lists of titles for all positions indicating the pay grades representing the relative evaluation of different classes. The classes are arranged according to occupation to provide a systematic grouping of similar classes and kinds of employment. For each class, there is provided a class specification which describes the characteristics of the

class which differentiates it from the other classes, lists examples of typical duties and tasks performed in positions of the class, and prescribes the qualification requirements for successful performance in positions of the class. The classification plan also includes complete allocation lists which identify each classified position by the name of the incumbent and indicate the class title determined for the position.

2. Salary Schedules. The salary schedules provide ranges of pay for each pay grade. The schedules specify the monthly and annual salary rates for full-time positions on normal work schedules.

3. Rules for the Administration and Maintenance of the Classification and Compensation Plans. The proposed regulations providing for the adoption, implementation, administration and maintenance of the classification and compensation plans, contained in the complete Personnel Rules in Part Four of this report, include specific provisions on the following:

Classification

a. Definition and adoption of the classification plan, specifying that all positions shall be grouped into standard classes, and describing the class specifications.

b. Application and interpretation of the classification plan, prescribing the allocation of existing positions to the standard classes, and interpreting the purpose and use of class specifications.

c. Administration and maintenance of the classification plan, including provisions on the allocation of new positions, re-allocation of positions, hearings on appeals from allocations, status of incumbents upon reallocation of positions, and procedures for keeping the classification plan up-to-date.

Pay and Benefits

d. Definition of the compensation plan, prescribing the pay schedules for positions; specifying that the pay rates are for full-time employment on normal work schedules; and describing the application of the compensation plan to employees.

e. Administration of the compensation plan, including provisions on determination of starting rates upon initial appointment, reinstatement, return from military service, after transfer, after promotion, after demotion, after reallocation and after a grade change; advancement of employees within a pay range; recommendations by supervisors

for pay advancement and the determination of the effective date of pay advancement.

f. Special pay provisions, including overtime pay, call-back pay, shift differential pay, stand-by duty pay, additional pay for temporary assignment to higher position, minimum pay differential for supervisors, and pay for achievement of professional qualifications and maintenance deductions.

g. Holidays and leaves of absence, including provisions on sick leave, vacation leave, special leaves of absence with or without pay, military leave and leave for volunteer fire duty.

h. Requirements as to continuity of service for the application of provisions of the compensation regulations.

i. Maintenance of the compensation plan, including the responsibilities of the Personnel Director, the adjustment of the pay schedule as conditions change, and the processing of employee and appointing authority requests for classification and pay adjustments.

(4) DEVELOPMENT OF THE CLASSIFICATION PLAN

The duties, responsibilities and other requirements of the individual positions at all levels from the lowest occupations to the highest supervisory and administrative positions to be included in the state merit system have been examined, classified and evaluated using the procedure described in the following:

(a) Collection of Job Information

In order to obtain a comprehensive, detailed record of all information pertinent to each position and necessary for its evaluation, a position classification questionnaire form was used. This form was completed in part by each employee and in part by his supervisor, department or agency head.

In order to obtain the complete understanding, as well as the cooperation and assistance of the agency officials and principal supervisory personnel, 16 initial meetings were held with such persons, grouped appropriately in centers where state employees or agency administrative offices are principally located. At these meetings the consultants explained the objectives, methods and end-products of the survey, and described the part supervisors were to play in confirming the job information and in later reviews of preliminary findings.

To facilitate the distribution of nearly 8600 questionnaires, and to have uniform, legible identification information on each questionnaire, gummed labels were prepared by data processing showing each employee's name, present

title, present salary and the agency code number. These labels were attached to the questionnaires.

The questionnaires, upon completion, contained identification data on the employee and his organizational unit, a description of the duties and tasks performed in the position, and specific information on the various conditions and work requirements needed for the classification and allocation of the position. Corrections and additions to the foregoing were made by the person or persons supervising the position.

(b) Field Observation.

After completion of the questionnaires by employees and supervisors, the consultants reviewed the questionnaires for adequacy, charted and coded the questionnaires organizationally, and made necessary visits to the respective offices and field locations to:

1. Become familiar with representative positions in each type or class of positions by on-the-spot observation and interviews;

2. Add missing information or correct inaccurate information on the questionnaires;

3. Review and discuss positions of each major unit with the head of each such unit and obtain his views as to the organizational relationships of the positions and their relative importance; and

4. Group the questionnaires of identical or closely similar positions into classes and determine, tentatively, appropriate classification titles for the positions and for the respective classes of positions.

Although the consultant contract required that only about 20% of all positions be actually observed, 35% were actually observed and the incumbents interviewed by the consultants.

(c) Classification of Positions.

After the questionnaires were processed through field observation and interviews and tentatively classified, they were brought together from all units for final sorting, confirmation of class groupings and determination of class titles.

(d) Evaluation of Classes.

After the grouping of similar positions into classes on the basis of examination and expert judgment, each class was evaluated and graded with consideration to the relative value or importance of the duties and responsibilities, the organizational interrelationships of positions, and the prevailing rates of pay for the common occupation in private and governmental organizations in Montana

and, where appropriate, elsewhere.

In cases of questionable or borderline classification problems, more than one consultant reviewed the position classification questionnaires to evaluate the problem and to add the element of "pooled judgment" to the study.

(e) Preparation of Allocation Lists

When positions were classified and evaluated, the position classification questionnaires were retained in class order for machine processing of allocation lists. Agency and study number, employee name, present title, present salary and proposed titles were punched into cards directly from the classified questionnaires. The resulting deck of cards was sorted into agency and study number and with the computer was matched with additional information as the allocation record was machine-processed to reproduce the proposed class grade. After completion of the review process, the machine records were individually updated to reflect changes resulting from personnel transactions, salary increases, and the review. These were then used to make the final calculations of the compensation plan implementation costs, in addition to preparation of final allocation lists.

(f) Checks and Review Procedures

In the work of classification and evaluation of positions, it is important that adequate checks and rechecks be made during the development of the plan and during its implementation as well. Some of the checks that were built into the procedure and others that were consciously made, are as follows:

1. The job information originally obtained from each individual employee was reviewed, corrected and added to by his immediate supervisor, department or agency head.

2. The information in each questionnaire was carefully checked by the consultants and confirmed by field observation and discussion wherever there was doubt as to the accuracy or adequacy of the information.

3. The trained classification consultant "knows jobs" and can usually detect clearly erroneous, inflated or deflated job descriptions. The consultants also try to detect instances where supervisors may have been overly influenced by the experience and ability of the employee in a position and was inclined to inflate or deflate the importance of the position accordingly.

4. After completion of the preliminary classification and grading of all positions, the consultants reviewed the preliminary findings on all positions with heads of the larger agencies, and most of the smaller ones. Some changes in grading and allocation were made as a result of these preliminary reviews where organizational relationships indicated errors in the original findings. The results of the classification and grading of positions were

further checked through review of the tentative allocations with employees. This involved updating the allocation list showing any change as a result of the department head review. A general information letter was prepared advising the major proposals of the plans. Employees were encouraged to submit a "Request for Review" form if they believed their position had been improperly classified or graded. Considerable supplemental information was received as a result of the employee review and in some cases the positions were reviewed with employees or their supervisors.

Where management or employees indicated the need for some change in classification or grade, the case was reconsidered and an appropriate change was made if justified. Full agreement could not be reached in all cases, and the final judgment of the consultants is reflected in the recommended classifications and grades of all positions as shown in this report.

(g) Preparation of Class Specifications

The preparation of class specifications is a last step in the classification plan development process. Since the class specification is the official documentation of the class title, characteristics, duties, responsibilities and qualification requirements of positions included in a particular class, the class specification is an after-the-fact document. In the classification process positions are grouped together with other positions that are sufficiently similar in duties, responsibilities and complexity of work so that the same class title can be used to identify each position of the group; the same qualifications of skill and knowledge can be required of the incumbent of each position of the group; and the same salary rate or range can be applied to each position of the group with equity under the same working conditions. It is not until after the various preliminary classification review procedures have been completed and final determination made as to the positions to be allocated to each class that class specifications are prepared, describing the positions which have been allocated to the class.

The class specification is not an unalterable document. Any newly created or revised class specification will need to be improved through experience in recruiting. Organizational changes requiring the reallocation of changed positions will from time to time necessitate the revision of class specifications.

In accordance with the contract provisions that class specifications meet Federal Merit System requirements, the specifications relating to positions in Federal-aid agencies were submitted to appropriate representatives of the Division of State Merit Systems, U. S. Department of Health, Education and Welfare, for review and comment. In addition, the class specifications were submitted to the state merit system agencies for review and comment. Any changes as a result of this review process are reflected in the Proposed Class Specifications, submitted as Part Seven of this Report.

(5) CONCLUSIONS AND RECOMMENDATIONS ON CLASSIFICATION PLAN

Many of the more than 70 agencies of the state government covered by this

survey have had some form of classification plan in operation. These vary from an informal written narrative of the tasks performed by each position in an agency to the sophisticated position classification plans in evidence in the agencies which receive federal funds and have been subject to the requirements of the Division of State Merit Systems of the U. S. Department of Health, Education and Welfare.

(a) Class Titles

Perhaps the most troublesome condition found in present personnel administration within the state government is the lack of uniformity in the use of titles for common classes from agency to agency. This has made the task of the consultants more difficult since it was necessary to change the existing scheme of titles in many agencies in order to achieve statewide uniformity in the new classification plan.

An example of this is the occupation of stenographers and secretaries. In an effort to cause as little difficulty as possible in the changing of titles to conform to a statewide classification plan, both the title of stenographer and that of secretary were used. The lowest three levels are designated Clerk Stenographer I, II and III. The top two levels are Secretary I and II. All state positions in this occupational series have been classified on the basis of assigned duties and responsibilities without regard to present official titles or working titles. Thus, some positions now known as secretary to an agency or department head have been assigned to the class of Clerk Stenographer II or III, while other positions reporting to officials of an equal rank may have been assigned to one of the classes of Secretary.

(b) Occupational Structure of the Classification Plan

The occupational arrangement of classes in the classified service is described by the outline or "structure" on the following pages. This structure provides for the grouping of closely similar classes into occupational series, related series into occupational groups, and groups into broad occupational fields called branches. In the complete occupational list of class titles (Appendix A) there are about 750 classes distributed among the occupational series. Each title has a five-digit code which identifies it with the branch, group and series within which it falls.

This refined occupational grouping of classes facilitates the cross-comparing of similar and related classes for evaluation and grading purposes and identifies the more common lines of promotion within the classified service. It also facilitates reference in the statutes and personnel rules to broad categories of positions to which a regulatory provision may apply.

One of the occupational branches is identified as the Managerial, Professional and Scientific Branch. The separate identification of such classes of positions in the occupational structure serves the specific purpose of bringing together the "key" classes of positions on which mainly depends the effectiveness of government operations. These also generally comprise the classes for which it is more difficult to obtain and retain qualified employees. Thus, one of the

OCCUPATIONAL STRUCTURE OF THE CLASSIFICATION PLAN

CODE

10000 CLERICAL, ADMINISTRATIVE, AND SUB-PROFESSIONAL FISCAL BRANCH

12000 GENERAL ADMINISTRATIVE AND OFFICE GROUP

12300 General Administrative Series
12500 General Clerical Series
12700 Office Machine Operation Series
12900 Typing, Stenographic and Secretarial Series

16000 PUBLIC SERVICES GROUP

16100 Community Services and Public Aid Series
16300 Employment Services Series
16700 Unemployment Compensation Series
16900 Vocational and Rehabilitation Instruction Series

17000 PURCHASING, SALES AND STORES GROUP

17200 Industrial and Retail Sales Series
17500 Purchasing Series
17800 Stores Series

19000 SUB-PROFESSIONAL FISCAL GROUP

19300 Cash Collection and Disbursement Series
19800 Sub-Professional Accounting and Auditing Series

20000 ENFORCEMENT, INVESTIGATION AND PROTECTION BRANCH

22000 CONSERVATION AND PROTECTION GROUP

22200 Agriculture and Land Inspection Series
22400 Consumer Protection Series
22800 Wildlife Protection Series

26000 INVESTIGATION, CONTROL, INSPECTION AND SAFETY GROUP

26400 Industrial and Vehicular Safety Series
26500 Labor Law Enforcement Series
26600 Miscellaneous Investigation and Inspection Series
26900 Vehicle and Public Carrier Control Series

28000 PUBLIC SAFETY GROUP

28300 Civil Defense Series
28400 Fire Control Series
28600 Highway Patrol Series

40000 INSTITUTIONAL SERVICES AND CUSTODY BRANCH

42000 DOMESTIC AND FOOD SERVICES GROUP

42200 Food Services Series
42700 Laundry Services Series
42800 Miscellaneous Institutional Services Series

CODE

44000	SUB-PROFESSIONAL NURSING AND ATTENDING GROUP
44200	Institutional Attending Series
44500	Sub-Professional Nursing and Therapy Series
45000	INSTITUTIONAL SECURITY AND PENAL CUSTODY GROUP
45300	Institutional Security Series
45700	Penal Custody Series
60000	<u>LABOR AND TRADES BRANCH</u>
62000	CUSTODIAL, MAINTENANCE AND TRADES GROUP
62200	Building and Grounds Custodial and Maintenance Series
62300	Building Trades Series
62400	Labor and Trades Supervision Series
62500	Industrial Trades Series
62700	Mechanical Trades Series
62900	Skilled, Semi-skilled and Unskilled Labor Series
64000	EQUIPMENT AND PLANT OPERATIONS GROUP
64200	General Farm Operations Series
64500	Mechanical Equipment Operation Series
64700	Plant Operations Series
70000	<u>MANAGERIAL, PROFESSIONAL AND SCIENTIFIC BRANCH</u>
72000	HEALTH GROUP
72200	Health Administration, Planning and Statistics Series
72300	Pharmaceutical Series
72400	Professional Dental Series
72500	Professional Medical Care Series
72600	Professional Nursing and Therapy Series
72700	Public Health Sanitation, Education and Consulting Series
72800	Public Health Nursing Series
73000	MANAGEMENT GROUP
73100	Administrative Management Series
73300	Budget and Management Analysis Series
73500	Institution Management Series
73700	Personnel Management Series
73800	Public Information Series
75000	PROFESSIONAL ECONOMICS, FISCAL AND STATISTICAL GROUP
75200	Accounting and Auditing Series
75300	Economics Series
75400	Educational Series
75500	Electronic Data Processing Series
75600	Insurance Analysis and Examining Series
75900	Statistical and Statistical Research Series

CODE

76000	PROFESSIONAL ENGINEERING GROUP
76200	Civil Engineering and Related Series
76400	Community Planning and Architecture Series
76600	Electrical and Mechanical Engineering Series
76700	General Engineering Series
77000	SCIENCE GROUP
77100	Agricultural Sciences Series
77300	Food Management and Nutrition Series
77500	Geology Series
77600	Land, Parks and Forestry Series
77800	Professional Laboratory Series
77900	Wildlife Conservation Series
78000	SOCIAL SCIENCES AND CULTURAL GROUP
78200	Cultural Series
78400	Employment Services Series
78600	Librarian Series
78800	Psychology and Sociology Series
79000	WELFARE, HUMAN RELATIONS AND LEGAL GROUP
79400	Legal Series
79700	Professional Social Work Series
79900	Welfare Administration Series
90000	<u>TECHNICAL BRANCH</u>
91000	AVIATION TECHNICAL GROUP
91300	Aircraft Operation Series
91400	Aircraft Safety Series
93000	CARTOGRAPHY, GRAPHIC AND PHOTOGRAPHIC ARTS GROUP
93200	Cartography and Graphic Arts Series
93800	Photographic Series
97000	SUB-PROFESSIONAL ENGINEERING GROUP
97400	Engineering Technician Series
97800	Right of Way and Real Property Series
98000	SUB-PROFESSIONAL LABORATORY AND MEDICAL TECHNOLOGY GROUP
98200	Chemical and Medical Laboratory Technician Series
98400	Electronics Technician Series
98500	Medical and Dental Technician Series
98700	Physical Laboratory Series

basic objectives of a career development program--the identification of "key" positions for which employees must be developed--is basically accomplished by the classification plan itself.

The complete Occupational List of Class Titles is in Appendix A of this report.

(c) Borderline Professional Classes

In developing any classification structure, there are some classes which could properly be placed in one of two or more occupational groupings. Particularly in a structure which identifies under a single occupational branch the managerial, professional and scientific classes, there are bound to be a number of borderline cases. These have been handled in the following manner: if the class is so highly professional and scientific, or represents a key executive position so complex as to require at least a bachelor degree, the class has been placed in the Managerial, Professional and Scientific Branch; if positions of the class could be filled with persons of considerable experience, equivalent to college training, or by promotion from within the service, it has usually been placed in one of the other branches according to its occupational field. The placement of these classes in other branches is not to be construed as in any way limiting their incumbents with potential for the higher level positions from the benefits of participation in career development programs for employees, nor from attaining appointments in positions of the Managerial, Professional and Scientific Branch as they become qualified therefor.

(d) Classification Criteria

As stated previously in this report, positions have been classified on the basis of currently assigned duties and responsibilities without regard to the personal qualifications or efficiency of the incumbents of such positions. It is therefore quite possible and even probable that many employees possess qualifications in excess of those deemed minimal for the successful performance in the position occupied. This does not warrant the assignment of such position to a higher class. It does suggest that management should look into the possibility of promoting the employee to a position affording the utilization of the skills he possesses.

The analysis of position classification questionnaires and discussions with supervisory personnel in several agencies evidenced a present practice of "promoting" employees from class to class within the same occupational series solely on the basis of years of experience on the job and/or acquisition of advanced degrees. The consultants recognize the importance of education and the necessity for management to offer incentives to employees to encourage them to obtain further professional preparation; however, management should also assign duties and responsibilities to the more highly qualified personnel that will utilize these advanced skills and result in a higher classification.

(6) DEVELOPMENT OF THE COMPENSATION PLAN

(a) Basis for the Compensation Plan

Since the objective of any modern compensation program is to provide salaries, benefits, and working conditions that will assure the procurement and retention of competent employees, the basis for the compensation plan must be the prevailing rates of pay for the respective occupations in the labor market area within which the employer is competing for employees.

The state of Montana competes mainly with the other larger employers, public and private, in Montana for most of its employees. In the labor and trades, clerical, office, and many institutional occupations, the state competes almost exclusively with the employers situated in the same community as the respective state agencies or institutions. In the administrative and technical occupations, there is a little more mobility of applicants and employees, and the state may be considered to be competing pretty much on a state-wide basis. In the higher level administrative and professional categories, there is substantial mobility regionally and even Country-wide in some cases. Therefore, the markets in which prevailing rates should be determined as a basis for the compensation plan range from a local community labor market to a Country-wide market. In order to obtain the best guides possible for the development of the compensation plan, a state-wide salary survey was conducted, and available data from broader labor markets were obtained and analyzed.

(b) The State-wide Salary Survey

1. Coverage of the State of Montana Survey. The study of prevailing rates of pay and employment benefits in the Montana labor market area was accomplished through the use of comprehensive questionnaires sent to selected leading employers. The replies to the questionnaires provided salary and wage data and employment benefits information on common occupations found both in private and government employment. The broadest possible coverage in terms of type and size of employer in the labor market area is attempted in a comprehensive salary survey. Since the state must compete with leading employers of the state in its recruitment and must endeavor to retain its people against attraction from these employers, it must know what these employers provide in pay and benefits. The greater the quantity of usable data obtained in a salary survey, the more reliable are the results and conclusions.

a. Selection of Representative Employers. The 406 employers to whom the questionnaires were addressed are representative employers in the state. A total of 241 employers (including most of the larger ones) responded to the inquiry. The following table indicates the survey coverage obtained by type of establishment:

<u>Type of Establishment</u>	<u>Total Employers</u>		<u>Total Employment</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Consultants and Contractors	47	20%	3,038	7%
Commercial and Services	23	10	1,673	4
Government Agencies	12	5	3,268	7
Institutional	27	11	5,011	11
Manufacturing, Mining and Utilities	76	31	25,589	58
Wholesale, Retail and Transportation	56	23	5,473	13
TOTAL	241	100%	44,052	100%

b. Selection of Benchmark Occupations. The salary survey questionnaire provided for the collection of salary and wage data from surveyed employers on a number of representative or benchmark classes of positions or occupations which are found both in private and government employment. The benchmark positions or occupations in the questionnaire were defined with sufficient clarity to permit the participating employers to identify the comparable positions in their organization. The following indicates the coverage obtained by occupational field:

<u>Occupational Field</u>	<u>Total Occupations</u>		<u>Total Employees in Benchmark Occupations</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Clerical, Administrative and Fiscal	21	27%	3,380	24%
Custodial, Labor and Trades	25	32	7,225	50
Sub-professional and Technical	14	18	1,690	12
Food Services and Housekeeping	11	14	772	5
Professional	7	9	1,337	9
TOTAL	78	100%	14,404	100%

c. Fringe Benefits Questionnaire. The questionnaire also provided for the collection of information from reporting employers regarding working conditions, supplemental forms of pay, and other employment benefits. The range of benefits and working conditions covered is indicated in the following:

Regular hourly, daily and weekly work schedule
Overtime and overtime pay practices
Holiday and holiday pay practices
Sick leave and sickness insurance benefits
Life and hospitalization insurance benefits
Retirement practices and benefits

d. Distribution and Return of Questionnaires. The survey questionnaires were mailed to participants with a covering

letter from the Governor's Office. Each participant mailed the completed questionnaire directly to the consultants' local address in Helena. Each questionnaire was identified by a code number known only to the consultants. This is the consultants' customary practice, experience having demonstrated that the assurance of anonymity encourages employers to participate in the survey.

e. Analysis, Comparison and Validity of Survey Data.

The pay and benefits information obtained from participating employers were analyzed by accepted statistical methods, and both pay and benefits in the state service were compared with prevailing practice in the state.

There are in the state of Montana certain large employers whose rates of pay, on a weighted basis significantly influence the average of rates for various occupations. No one employer predominates in all occupations, but, depending on the type of business, each of the large employers exerts a predominant influence on rates in particular occupations. The predominant employers tend to raise the level of salaries and wages which the state, as an employer competing in a broad range of occupations, must pay over the entire range of state occupations. Such predominant employers tend also to provide a range and level of fringe benefits which approaches or exceeds those provided by the state.

To employees who earn their living from the state, and to the state who pays the bill, compensation must be regarded as the combination of salary and fringe benefits. New employees are interested primarily in the cash compensation they will receive, but also they have increasing interest in the total fringe benefit package, which is non-cash compensation. This attitude exists both in business and in government. The benefit provisions recommended in this report are similar to those already in effect for the majority of state employees because they compare favorably with the predominant practice among Montana employers and with the trend of benefit practices of other governmental employers.

As indicated in paragraph a. above, the 241 reporting employers account for a total employment of over 44,000. This represents approximately 25% of the non-agricultural work force in the state of Montana, which gives substantial validity to the survey results.

2. Regional Analysis of State-wide Salary Survey Data. Since significant deviations are often found within a single state in the levels of pay from one area or community to another, a regional analysis of the

salary data was made. For the purpose of this analysis, eight "benchmark" classifications were carefully selected to meet the following criteria: to be representative of the kinds of occupations within which employees do not normally change geographical locations frequently; to be classifications which are common to private business and government employment; and to be occupations which are generally similar among all types of employers, therefore limiting comparability errors. The benchmarks selected included two clerical occupations, one unskilled labor occupation, one semi-skilled labor occupation, three skilled trade occupations and one sub-professional nursing occupation.

Initially, twelve centers were identified throughout the state where there were clusters of employers participating in the state-wide salary survey. These twelve were later reduced to eight by combining some where it was found that there were insignificant differences in reported rates for most of the benchmarks in two or more centers in close geographical proximity. The resulting eight areas identified for this analysis were as follows:

Kalispell	Bozeman
Missoula	Great Falls
Butte-Anaconda	Billings
Helena	Eastern Montana

The data from participating employers in each of the eight areas were summarized separately and median minimum, maximum, and mid-point rates were determined for each of the eight benchmark classifications. Several comparisons were made as follows:

a. The hourly rates of pay of the median range computed for all of the eight benchmarks were averaged for each of the eight areas. This comparison showed regional differences in rates but the differences were not very substantial in amount, as can be seen from the following table.

Area	Average of Median Rates for Eight Benchmarks		
	Minimum	Maximum	Mid-Point
Great Falls	\$2.70	\$3.01	\$2.86
Missoula	2.70	2.91	2.81
Helena	2.61	2.95	2.78
Kalispell	2.59	2.86	2.73
Eastern Montana	2.58	2.85	2.72
Butte-Anaconda	2.59	2.83	2.71
Billings	2.56	2.84	2.70
Bozeman	2.67	2.73	2.70

The above data should in no way be considered as indicative of the average hourly wage in the respective

areas since only a few of the lower and middle level occupations were included, and the data were not weighted by numbers of employees in the respective occupations (although the medians in each area are weighted medians); the data are presented solely to indicate differences between areas.

The only valid conclusion that may be drawn from the above comparison is that among a mix of lower and middle level occupations, blue collar and white collar, the average hourly pay does not differ substantially from one part of the state to another. The difference between the lowest level and the highest is 16¢/hr. or less than 6%; five of the eight areas compared have averages within 3¢/hr. or 1% of each other.

b. Significant differences do show up when comparisons are made by occupational field. And, most significant, the rankings of the areas, from that having the highest rates to that having the lowest, are significantly different for different fields, as demonstrated in the following table:

<u>2 Clerical Classifications</u>		<u>5 Labor & Trades Classifications</u>	
<u>Area</u>	<u>Average Mid-Point</u>	<u>Area</u>	<u>Average Mid-Point</u>
Butte-Anaconda	\$2.09	Great Falls	\$3.33
Kalispell	2.02	Helena	3.27
Great Falls	1.99	Missoula	3.27
Helena	1.94	Bozeman	3.24
Missoula	1.93	Eastern Montana	3.21
Billings	1.93	Billings	3.17
Eastern Montana	1.88	Kalispell	3.17
Bozeman	*	Butte-Anaconda	3.09
State-wide	1.93	State-wide	3.14

*Less than \$1.88 but limited data reduces validity of exact figure.

The extreme difference among the areas in clerical rates, as indicated by the sample, is something over 10% but six of the areas have averages within 7 1/2% of each other. In the labor and trades occupational field, the extreme difference is less than 10% and, eliminating extremes, six areas have rates within 3 1/2% of each other. Noteworthy is the fact that the extremes are not in the same area in the two comparisons.

When all data from all employers in the state are combined, on a weighted basis, the state-wide mid-point rate is 7 1/2% below the rate in the highest paying area in the clerical field; in the labor and trades field it is only about 5 1/2%.

c. When rates for individual benchmarks are compared, the extremes are substantial--averaging around 20%; but again, the areas with the extreme highs and lows are different for almost all of the benchmarks. By ranking the areas for each of the benchmarks and totaling the rank numbers, an average ranking appears quite similar to the ranking produced on the table in a preceding from the averages of the mid-point rates of all the benchmarks:

<u>Area</u>	<u>Total of Rank Numbers</u>	<u>No. of Benchmarks with --</u>	
		<u>Highest Rate</u>	<u>Lowest Rate</u>
Great Falls	22	1	0
Missoula	29	3	0
Helena	32	0	0
Butte-Anaconda	36	1	1
Eastern Montana	40	2	2
Kalispell	42	1	2
Billings	42	0	1
Bozeman	42	0	2

Of course, no conclusion can be reached from this type of comparison as to the amount of the differences in pay levels among the several areas.

3. Conclusions on Area Pay Differentials. Although there are significant differences in pay rates around the state, the differences follow occupational patterns, i.e. no area or areas in the state have rates of pay in all or even most occupations that are significantly higher or lower than those in other areas. Therefore, it had to be concluded that there should be only a single salary and wage schedule for the state service.

Once this conclusion is reached, it follows that such a single schedule should be based on state-wide summaries of rate data.

As the benchmark analysis indicates, there will be some occupations in some areas where the recommended state rates may be a little higher or lower than the prevailing rates in the community or area. There is no way to avoid this but there is something that can be done about part of it. In order to assure the recruiting of employees in an area where the average starting rate for an occupation is higher than the normal entrance rate prescribed in the state salary schedule, authority can and should be granted to enter employees above the normal entrance rate in the prescribed range. In such cases, to be fair to incumbents, no employee in the classification concerned in that area would be paid below the effective entrance rate.

Thus, the recommended state salary and wage schedules are based primarily on state-wide prevailing rates (as well as consideration to national salary patterns in certain professional categories). Such

rates have been determined by the weighted median method of statistical treatment, which recognizes that the larger employers offer the most competition in the labor market and, therefore, their rates should have more influence.

(c) Salary Survey Data from Other Sources

Many occupations found in the state service either do not have counterpart occupations in private employment or the number of comparable positions outside government employment is so small that direct salary comparisons are of dubious value. The consultants have therefore collected and summarized data from several recent surveys of professional, technical and other governmental salaries made by reliable sources, to determine prevailing rates of pay for occupations found in the state service and for which it is reasonable to expect that the state will be required to recruit candidates from outside the state. Data from these other sources provided benchmark information on some 50 occupations not covered in the consultants' state of Montana salary survey. In addition, some of the data from other sources provided a check on the findings in the state survey. A list of the principal sources of pay data appears below:

Personnel Staffs & Budgets, Public Personnel Association, 1966.

National Survey of Professional, Administrative, Technical and Clerical Employees, Bureau of Labor Statistics, U.S. Department of Labor, 1967.

State Salary Ranges, Office of State Merit Systems, U.S. Department of Health, Education and Welfare, 1968.

Survey of Data Processing Positions, Philip H. Weber & Associates, Inc., Chicago, Ill., July 1967.

Pay Rates in the Public Service, Public Personnel Association, January 1968.

(d) Basis for Compensation Recommendations

Comparable and adequate salary data were obtained on a total of 103 benchmark classes--56 in the state survey conducted by the consultants and 47 from other sources. Salary survey data were also available on other occupations and were valuable to a varying degree as guides in determining proper salary ranges for a number of classes not directly comparable.

The fringe benefit data were critically evaluated and compared with present state of Montana practices to determine whether or not there were significant differences, and if there were significant differences in fringe benefits should the salary recommendations be adjusted to reflect these differences. It was determined that no adjustments in the salary data were necessary because the recommendations on fringe benefits will make the state's fringe benefits package reasonably equal to the predominant practices of other employers.

The proposed salary ranges for the state of Montana as reflected in the recommended pay grades and salary schedules contained in this report are in

line with median prevailing salaries of comparable positions in governmental agencies, industrial and other concerns in Montana, and other broader, appropriate labor markets.

The table on the following pages represents the salary comparisons which were made on the benchmark classes directly comparable to state positions.

(e) Basis for Salary Schedule Structure

The most desirable pay schedule is one which covers the total dollar span required with schematic rate ranges having the minima of successive ranges, and the successive step rates in the ranges, at a fixed percentage differential, usually five per cent, from each other. This provides the minimum number of different rates, since the rates in one range are repeated in adjacent ranges at different positions, and it provides a pay differential between grades which is consistent with the accuracy or margin of error in the methods used to grade the respective classes of positions.

The theoretically exact schematic pay schedule would have identical per cent differentials between all successive minima and all successive rates within the ranges. However, in view of the desirability of having salary rates to the even dollar, the schedule usually contains slightly varying percentage differentials.

(f) Features of Proposed Salary Schedules

The proposed salary schedules contained in Appendix A and in Part Four provide a system of compensation to meet the various needs at different levels of service. There are two schedules. Schedule I is applicable to all but certain labor and trades classes, and consists of 32 pay ranges of six, seven or eight monthly and annual base pay rates, with intervals of approximately 5% between successive rates and two, three or four longevity rates, with intervals of approximately 2½%.

The labor and trades type classes, designated with a "W" after the grade number in the class lists, are to be paid under Schedule II, which consists of 16 pay ranges each with four base rates and four longevity rates equivalent to the top four base rates and the four longevity rates in the corresponding grades of Schedule I. Hourly rates can be computed on the basis of a 40 hour work week by dividing the monthly salary by 173.33.

The shorter ranges for labor and trades jobs are in keeping with predominant practice in private employment where flat rates or short ranges are common. Thus, an adequate starting rate can be provided to meet the competition in the labor market without getting the maximum rates too high in relation to those of other classes and the prevailing maximum rates in the labor market.

The base pay differentials between grades are uniformly 5% among the lower grades where proper salary levels can be determined more accurately on the basis of prevailing rates of pay in the labor market for the more common occupations; they are uniformly 10% among the higher grades where there are fewer classes and finer differentiation is difficult to make.

SALARY SURVEY DATA COMPARISONS - 1

(All data in dollars per month, adjusted for differences in hours of work per week)

Title of Class Comparable to Salary Survey Occupation	STATEWIDE					REGIONAL					RGNL		1967-68 Range of State Salaries**		Indi- cated Grade	Pro- posed Grade	Proposed Salary Range		
	1968 JLT&CO SURVEY					*PPA SURVEY(1)					*EDP SVY(3)		of State				Min.	Max.	Long.
	Median	Min.	Mid- Point	Max.		Median	Min.	Mid- Point	Max.		Average	Min.	Max.						
CLERICAL, ADMINISTRATIVE AND SUB-PROFESSIONAL OCCUPATIONS:																			
Clerk I	\$ 277	\$ 314	\$ 350		\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ 213	\$ 385		1	1	\$ 276	\$ 351	\$ 388
Clerk Typist I	281	317	354		--	--	--	--	--	--	--	230	350		1	2#	289	369	408
Clerk Stenographer I	291	352	413		--	--	--	--	--	--	--	275	350		2	3#	303	388	429
Switchboard Operator I	295	336	376		--	--	--	--	--	--	--	312	395		2	3#	303	388	429
Cashier I	300	350	400		--	--	--	--	--	--	--	243	340		3	3	303	388	429
Key Punch Operator I	296	352	407		--	--	--	--	--	--	406	266	460		4	4	318	408	451
Clerk Typist II	300	357	413		--	--	--	--	--	--	--	230	487		4	5#	334	429	474
Accounting Clerk I	315	347	381		--	--	--	--	--	--	--	250	474		3	5#	334	429	474
Clerk Stenographer II	331	391	451		--	--	--	--	--	--	--	260	500		5	6#	351	451	498
Duplicating Equipment Operator	361	404	445		--	--	--	--	--	--	--	412	494		7	7	369	474	523
Legal Stenographer I	373	437	501		--	--	--	--	--	--	--	397	515		7	8#	388	498	549
Storekeeper I	445	484	520		--	--	--	--	--	--	--	450	571		10	10	429	549	604
Computer Operator I	449	492	536		476	529	582				505	350	567		11	11	451	576	633
Accounting Clerk III	465	534	603		--	--	--	--	--	--	--	358	680		12	13#	498	633	695
Employment Interviewer I	--	--	--		520	579	638				--	470	590		13	14#	523	663	730
Buyer I	468	589	709		--	--	--	--	--	--	--	500			14	14	523	663	730
Medical Records Librarian	402	451	497		556	632	708				--	325	633		14	14	523	663	730
Claims Examiner I	--	--	--		513	572	630				--	540	680		13	15#	549	695	770
Employment Services Manager I	--	--	--		--	--	--				--	--	--		18	18	633	810	895
Unemployment Ins. Field Rep.	--	--	--		--	--	--				--	710	880		16	18#	633	810	895
Data Processing Supvr. II	--	--	--		--	--	--				827	591	750		20	20	695	895	985
INSTITUTIONAL SERVICES AND CUSTODY OCCUPATIONS:																			
Laundry Worker I	243	263	284		--	--	--				--	264	384		--	1W##	303	351	388
Food Service Worker I	248	265	283		--	--	--				--	220	334		--	1W##	303	351	388
Nurse Aide I	237	279	319		--	--	--				--	253	368		--	2##	289	369	408
Laundry Worker II	350	364	378		--	--	--				--	325	368		4W	4W	351	408	451
Licensed Practical Nurse	324	350	374		--	--	--				--	340	400		4	7##	369	474	523
Correctional Officer	--	--	--		486	536	586				--	400	453		10	10	429	549	604
LABOR AND TRADES OCCUPATIONS:																			
Custodial Worker I	257	265	272		--	--	--				--	228	327		--	1W##	303	351	388
Custodial Worker II	300	340	380		--	--	--				--	264	541		1W	3W#	334	388	429
Watchman	373	404	435		--	--	--				--	325	448		4W	4W	351	408	451
Custodial Worker III	347	395	444		--	--	--				--	333	500		5W	5W	369	429	474
Laborer I	442	456	468		--	--	--				--	380	525		7W	7W	408	474	523
Steam Boiler Operator I	452	459	465		--	--	--				--	435	569		8W	9W#	451	523	576
Laborer II	484	510	536		--	--	--				--	339	537		9W	9W	451	523	576
Maintenance Man I	543	543	543		--	--	--				--	450	648		10W	10W	474	549	604
Painter	510	544	577		--	--	--				--	472	688		11W	12W#	523	604	663
Equipment Mechanic	543	560	577		--	--	--				--	500	658		12W	13W#	549	633	695
Carpenter	539	563	588		--	--	--				--	500	694		12W	13W#	549	633	695
Welder	564	572	586		--	--	--				--	618	639		12W	13W#	549	633	695
Machinist	539	555	570		--	--	--				--	583	668		12W	13W#	549	633	695
Plumber	539	563	586		--	--	--				--	472	785		12W	13W#	549	633	695
Steam Boiler Operator III	601	622	643		--	--	--				--	566	600		13W	13W	549	633	695
Maintenance Man III	563	582	600		--	--	--				--	465	668		13W	13W	549	633	695
Electrician	589	598	607		--	--	--				--	472	761		13W	14W#	576	663	730
Maintenance Man IV	589	617	641		--	--	--				--	500	658		14W	15W#	604	695	770
Equipment Mechanic Foreman	662	662	662		--	--	--				--	604	684		15W	15W	604	695	770
Carpenter Foreman	601	620	640		--	--	--				--	683	770		14W	16W#	633	730	810
Equipment Shop Supervisor I	570	671	771		--	--	--				--	675	725		16W	17#	604	770	850

SALARY SURVEY DATA COMPARISONS - 2

[illegible]

Title of Class Comparable to Salary Survey Occupation	STATEWIDE					REGIONAL					1967-68 Range of State Salaries**		Indi- Pro- cated posed		Proposed Salary Range		
	1968 JLI&CO SURVEY					*PPA SURVEY (1)											
	Median		Mid- Point		Median	Median		Mid- Point		Median	Min. Max.		Grade		Min. Max.		
	Min.	Point	Max.	Min.	Point	Max.	Min.	Point	Max.	Min.	Max.	Grade	Grade	Min.	Max.	Top Long.	
TECHNICAL OCCUPATIONS:																	
Laboratory Assistant I	\$ 359	\$ 413	\$ 466	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ 260	\$ 325	6	6	\$ 351	\$ 451	\$ 498
Engineering Aide	433	475	517	415	462	509	--	--	--	--	397	515	9	9	408	523	576
X-Ray Technician I	451	494	536	--	--	--	--	--	--	--	384	472	11	11	451	576	633
Laboratory Technician I	555	601	647	466	516	566	523	592	660	--	300	500	13	13	498	633	695
Engineering Technician I	491	550	607	--	--	--	--	--	--	--	425	597	13	13	498	633	695
Electronic Technician I	581	629	676	--	--	--	--	--	--	--	430	685	15	15	549	695	770
Engineering Technician II	607	693	790	--	--	--	--	--	--	--	541	740	17	17	604	770	850
Property Appraiser I	--	--	--	628	719	809	--	--	--	--	525	550	17	17	604	770	850
ENFORCEMENT, INVESTIGATION AND PROTECTION OCCUPATIONS:																	
Highway Patrolman	--	--	--	552	622	692	--	--	--	--	475	684	15	15	549	695	770
Civil Defense Operations Off.	--	--	--	--	--	--	759	857	956	--	702	--	21	21	730	985	1055

NOTES:

- (1) Pay Rates in the Public Service, January 1968, Public Personnel Association, Chicago, Ill.
 (2) Health, Education and Welfare Salary Survey, January 1968.
 (3) Survey of Data Processing Positions, July 1967, Philip H. Weber & Associates, Inc., Chicago, Ill.
 (4) National Survey of Professional, Administrative, Technical and Clerical Pay, June 1967, Bureau of Labor Statistics.

* Salary data adjusted to 1968 levels: 1966 data + 10%; 1967 data + 5%.

** Extremes excluded.

Adjusted for internal relationships or comparability differences.

Increased due to increase in Federal Minimum Wage or in cases where salary trend upward is extreme.

Underscores under salary data indicate main points of comparison of survey rates with proposed salary ranges.

Further, the salary schedules recommended in this report provide for in-grade advancement on the basis of minimum periods of service and improved productivity and manner of performance expected to follow during the first years after appointment or promotion to a position. The improvement period is generally shortest for the labor and trades type occupations. Employees in common labor occupations acquire the required skills within relatively short periods of time and, in the case of skilled trade occupations, a considerable degree of skill is required in the trade prior to appointment.

The proposed pay schedule for all other classes (Schedule I) has six rates in the lower ranges, provides one additional rate in the ranges for grades 21 through 25, and eight rates in the ranges for grades 26 through 32. This is in accord with a trend in modern compensation plans to provide longer ranges for the higher level managerial, professional and scientific positions. It recognizes the fact that it takes longer to reach maximum effectiveness in these jobs after initial appointment and continuing improvement requires continuing pay advance commensurate with increasing value of the incumbent to the state.

The Salary Schedules are included in Appendix A.

(g) Summary of Advantages of Proposed Pay Schedules

The advantages of the proposed pay schedules are summarized as follows:

1. With pay increments equal in percent throughout the schedules, the employee at a higher pay level receives an amount of money which means about the same to him as a lesser amount, representing the same percentage, means to the employee at a lower pay level.

2. As an employee advances in pay, through attaining higher rates in a range or by promotion, his pay advances continually increase in dollar amount. A few additional dollars in each succeeding increase has a beneficial effect on employee morale and incentive.

3. When an employee is promoted to a position with a higher pay range, the amount he will receive on promotion will normally be 10% higher than his salary rate in the lower class. Thus, the amount he will receive upon promotion will, under normal circumstances, be the same in percent of salary, as that received by all other employees on promotion. (See the section of the Rules on promotional increases in Part Four for exceptions.)

4. Fewer different rates are required to cover the total salary span. The proposed schedules have only 39 different base rates and 33 additional different longevity rates. Payroll, personnel, accounting, and budget staffs rapidly commit to memory such a small number of rates and their factors, thus reducing error probability.

(7) CONCLUSIONS AND RECOMMENDATIONS ON THE COMPENSATION PLAN

(a) General Observations on Present Pay Policies.

Presently the state has nearly as many pay plans and pay policies as there are state agencies. Pay practices are quite diverse among the agencies. Some agencies pay lower level employees more adequately than higher level employees; in other agencies the reverse is true. Some agencies have below average pay at all levels, while other agencies are presently paying most all employees at rates competitive with private employment and sometimes better.

Comparisons have been made with prevailing salary data from many sources, both in the local Montana labor market and on broader fronts; all lead to the clear conclusion that for the majority of its employees, the state is not among the better paying employers. The fact that the state agencies in most instances provide liberal benefit packages enhances the attractiveness of the state as an employer to a certain extent, but probably not to the extent necessary to obtain and retain qualified employees in all categories.

(b) Special Compensation Provisions.

In any compensation plan some provisions need to be established in order to give consideration to special, unusual or additional requirements of individual positions.

There are a number of situations in the state service which warrant special pay consideration to compensate for unusual working conditions, special skill requirements or some other unusual circumstance which does not apply to all positions. Where not in conflict with current state statutes or the proposed Personnel Act, there are included in the recommended Proposed Personnel Rules (Part IV submitted separately) the following provisions for adoption by the state administration which deserve special comment.

1. Principle of Merit Pay

One of the main elements of a merit system is that merit be rewarded, not only through promotion, but for the manner of performance in a position. It is also very basic that a manager is deprived of one of his most potent tools in effective management of people if he cannot have a substantial say in the matter of pay increases. The proposed Personnel Rules provide that an employee has an obligation to perform well for the state, that if he does not perform satisfactorily he does not receive pay increases; if he does perform satisfactorily he is compensated by being regularly advanced in pay, and if he performs in a singularly outstanding manner, he receives exceptional rewards.

A pay plan which provides automatic annual pay increases is not a merit plan, provides no incentive for good performance, and is of no assistance to the supervisor in his responsibility to effectively manage people. Therefore, the proposed Rules provide that

pay advances be positively recommended in any case, and that outstanding merit be the subject of special recommendation for extraordinary pay advance.

The method proposed for extraordinary pay advances and set out in the proposed Personnel Rules gives the appointing authority the right to grant a two or three step meritorious pay advance within the pay range on his own approval with a limitation each year to 10% of the best performing employees of the agency. This forces him to carefully select the most relatively outstanding employees in his agency. Such selections are subject to approval by the Personnel Director.

2. Pay for Part-Time Employment

In many localities throughout the state part-time personnel are employed. The consultants have not been able to find any clear-cut and established procedure for determining the pay of such part-time employees. There is a definite need for the continuing services of part-time employees in many localities, including many in professional occupations where services cannot be utilized on a full-time basis by the state. In the lower level classes, below grade 17, the equivalent hourly rates should be applied to such employees for each hour worked. However, in positions above grade 16 it is desirable and advantageous to pay on a regular salary basis.

It is recommended in the Personnel Rules that personnel in classes above grade 16 regularly employed on a schedule of one-quarter full-time or less receive 25% of the full-time rate for the class; those working more than one-quarter full-time but not more than one-half time, or those on a continuous "on-call" basis, receive 55% of the full-time rate for the class; and those working more than half-time but less than 35 hours a week be paid 85% of the full-time rate for the class.

3. Deductions from Pay for Maintenance Furnished in Kind

Meals, quarters and other maintenance are provided to many employees, and in some cases to the employees' family. Deductions are regularly made from the employee's salary for meals and other maintenance in some agencies, while other agencies provide maintenance in addition to salary, and still other agencies do not provide for maintenance deductions but permit certain employees to purchase meals at reduced cost.

In the proposed compensation plan, the pay for all state employees has been established on the basis of duties and responsibilities performed. The maintenance factor has not been considered in the actual pay setting process. Therefore, in the case of all employees who receive maintenance in kind, reasonable deductions therefor should be made from the established pay rate.

Proposed rules provide that the basis of such deduction shall be determined by a committee consisting of the Personnel Director, the Budget Director and the appointing authority concerned, based on the approximate cost to the state of providing such maintenance. In cases where quarters are provided with the objective of encouraging employees to live on the premises for the benefit of the state, the value of such quarters should be based on the cost to the state only of maintaining the quarters.

Many of the state institutions are in isolated locations, or are situated in locations where it is impractical to permit employees a lunch period long enough for them to leave the facilities for lunch. In some cases it is also desirable, and to the benefit of the state, for the employees to remain at the institution for the entire lunch period. In view of these circumstances and the amount of cost involved, the one meal a day should be provided to the employee with no deduction from pay.

4. Premium Pay

a. Hours of Work. There is presently an almost universal 40 hour work week in the state service. It is exceptional to find a full-time employee on a basic full-time work week that differs from 40 hours. Therefore, all classes have been graded on the basis of a 40 hour standard work week. Those few employees who may be working a few hours more or less should be changed to a 40 hour week at the time the new plans are placed in effect.

b. Overtime Compensation. There has been no uniform or consistent method of compensating for work in excess of the standard work week for similar occupations among the various agencies. Nor is there a standard policy to compensate for work performed in excess of the normal work day. Most agencies which have an overtime policy provide either straight time compensation or straight time off for authorized hours worked in excess of the normal work day or work week. Certain groups of employees--primarily those covered by collective bargaining agreement--are paid at time and one-half for time worked in excess of eight hours per day or 40 hours per week.

The proposed Personnel Rules which apply to overtime pay provide fair and equitable treatment for all groups of employees as required by a supreme court ruling in 1968. The most prevalent practice, as reflected in the Federal Wage-Hour Laws, is to establish a pay level above which premium compensation for overtime is not required. This is based upon the premise that in the higher level supervisory, administrative and professional positions, the number of hours required to obtain the desired results are immaterial; it is fulfilling the responsibility that counts.

Overtime compensation for positions assigned to grade levels below the established level for professional and administrative positions is geared to the standard work week of the employee. The two standard methods of compensating for overtime work are either as a cash payment or as an equal amount of time off with pay. Ordinarily the labor and trades employees are covered under cash payment provisions. Salaried employees below the administrative and professional levels are allowed equal time off or they may be paid for the overtime work, depending upon the circumstances.

The overtime policies proposed in the compensation rules provide alternate methods of compensating for overtime work. Grade 25 is established as the grade above which the state will not compensate for overtime. However, employees in positions above grade 25 may be allowed time off for work in excess of the normal work weeks, subject to administrative approval.

All employees in positions assigned to grade 16 or below will be compensated at the rate of one and one-half times their regular hourly rate, which is computed on the basis of a standard 40 hour work week, for work performed in excess of their normal work day or work week. Most overtime work is performed by employees in classes of the labor and trades groups which are assigned to grade 16 and below. Positions in the classes that are in grades 17 through 25 will be compensated for emergency overtime service at the straight time rate for their classes or may be allowed an equal amount of time off for overtime worked as the situation permits and as the appointing authority may determine in light of available funds.

These alternative methods of compensating for overtime work provide flexibility to meet changing conditions, while at the same time controls to prevent abuses are established. Administrators are permitted considerable latitude in determining the need for overtime work, but this is subject to review by the Personnel Director and the Budget Director to allow for the correction of situations where an excessive amount of overtime is required by a department.

c. Call Back Pay. On occasion it is necessary for employees to be called back to work to perform emergency services. Presently, they are paid for this emergency work in a variety of ways, usually on an unofficial basis established by their department head or supervisor. The manner of determining the payment may depend on the time of day or night the emergency service is to be performed, the amount of overtime required to perform the task, or a combination of the two.

A uniform policy on call-back pay recommending a minimum payment of two hours at time and one-half the regular rate is included in the proposed compensation rules.

d. Shift Differential. The proposed compensation rules provide for a shift differential to be paid to all employees assigned to the second and third shifts. Employees will be compensated for night shift hours by increasing their normal pay rate by one 5% increment while assigned to night shifts. The same premium pay will apply to persons assigned to split shifts, with a period of at least two hours between the parts of the shift. This will compensate the employees for the inconvenience of unusual work schedules.

e. Stand-By Duty. Some institution employees in professional and technical positions are assigned to stand-by duty and must hold themselves available for emergency service outside the normal work schedule. The compensation rules propose that employees who are regularly assigned to serve on stand-by duty and to be on call for an average of 64 off-duty hours or more per week, be compensated at a rate of pay which is one 5% increment higher than their regular pay rate. This practice however, should be carefully investigated to determine if another method of compensation, such as call back pay, would better handle such work situations in a more economical manner.

f. Minimum Pay Differential for Supervisors. In any compensation plan with overlapping pay ranges, a long service employee in a lower pay range could possibly receive a higher rate than his supervisor. This is an uncommon situation but some inequities of this type will result under normal conditions.

A recommendation in the proposed compensation rules will correct any inequities by providing that the pay of all bona fide supervisors shall always be at least one 5% increment over the rate of the highest paid subordinate, regardless of the supervisor's length of service.

5. Shortage Occupations.

As mentioned earlier in this report, positions are classified on the basis of assigned duties and responsibilities, rather than on the basis of educational qualifications possessed by the incumbent. Due to shortages of trained personnel now and in the future, it may be desirable to permit the appointment of persons who do not meet the stated license or degree requirements of a class. Preferably the person so appointed would be working actively toward the fulfillment of such requirement. In order to encourage these persons to obtain the necessary additional training considered as a minimum requirement for

the class, it is recommended that they be paid on a range which is two 5% increments lower than the grade of the class.

(c) Recommended Benefits Requiring Changes in Statutes.

There are a number of benefits indicated by the results of the fringe benefits survey or which are generally recognized good personnel practices which currently are provided for in state statutes. In order to avoid any conflict with existing law, we have indicated in the proposed Personnel Rules that a law exists covering the benefit.

However, in many cases the current practice did not always conform to the results of the fringe benefits survey. In the following areas, we recommend that the Legislature consider changing the existing statutes to improve the state's benefit package and to bring about better personnel practices.

1. Holidays and Leaves of Absence.

a. Holidays and Personal Leave. The current practice among the state agencies is to provide 11 paid holidays per year to all employees as prescribed in the statutes. There are several religious holidays which are not observed by all employees. At the present time employees either must use vacation, receive no pay, or may be given some time off with pay for observing the holidays of their own religion, depending upon department policy.

It is therefore recommended that three days of personal leave be permitted annually for all employees, to be used primarily for the observance of religious holidays and the conduct of personal business.

Another common practice concerning holidays is that when the holiday falls on Saturday, the preceding Friday is observed as the holiday. This permits the employee to receive all of the holidays provided by law. It is recommended that when a holiday falls on Saturday that the preceding Friday be observed as the legal holiday.

b. Vacation Leave. The present state law on vacations provides 15 work days per year. There is no provision for increase in vacation credit with long service as is now very common in both private and other government employment.

It is recommended that the vacation regulations be changed to provide that vacation credit accrue at the rate of 1-1/4 days per month for the first ten years of service and that after ten years of service vacation credit accrue at the rate of 1-1/2 days per month.

This vacation policy will permit 15 work days of vacation for each of the first ten years of service and

18 work days per year thereafter. The combination of personal leave and vacation leave to be provided will approximate the predominant practice among other employers at the maximum but is somewhat more liberal at the minimum. Vacation data from outside employers are summarized in Appendix B.

c. Sick Leave. Paid sick leave is provided for most state employees; normally credit is accrued at the rate of 12 days per year and may not be used until after an employee has been on the payroll for a certain period of time. Unused sick leave can be accumulated in most agencies to amounts varying from 30 days to unlimited accumulation. Most agencies do have policies, however, establishing a maximum limit on accrual.

The policy of restricting the accumulation of sick leave tends to increase the abuse of the sick leave privilege by those employees who have reached the maximum accumulation, since many employees are inclined to believe they would be losing something they have earned if they do not keep their balance below the limit.

It is considered more desirable and effective to provide for unrestricted accumulation. Under this policy, employees will desire to let their sick leave accumulate in case of a severe illness accompanied by a lengthy recuperation. As employees increase their service and become older, the desire for increased accumulation of a sick leave becomes greater and less sick leave is used. This policy also is more equitable since it does not penalize the employee who conscientiously uses the sick leave privilege only when absolutely necessary, as opposed to the employee who may stretch the point a little as he gets close to any accumulation limit.

It is recommended that sick leave credit be earned at the rate of one work day per month, and that sick leave be allowed to accumulate without limit.

2. Other Recommended Provisions.

a. Moving and Commuting Expenses. Montana is a very large state and in some locations very sparsely populated. The decentralization of state services into branch offices or the physical relocation of a major facility from one part of the state to another, has and will continue to cause personnel problems. At the present time the state does not have a uniform policy regarding moving and relocation expenses. In at least one major state agency if an employee accepts a promotion to a higher level position which entails a transfer to another location, this is considered a transfer at the employee's request, and no relocation or moving expenses are

allowed. In some locations it is extremely difficult to find adequate and acceptable housing. Some of these moving and relocation problems are a reason for leaving state employment.

Undoubtedly some state employees who now commute long distances to and from work locations are doing so because they were transferred from a work location nearer their home to a distant location, and chose commuting to bearing the cost of relocating. When an employee is required to travel long distances due to an unsolicited transfer, his efficiency is likely to be impaired. It is therefore recommended that the state pay the reasonable moving expenses of employees permanently transferred for the good of the state from one location to another.

In case of an employee who cannot find a place of residence in a sparsely populated area within reasonable commuting distance of his work location, the state should share the employee's commuting expense. It is recommended that in a situation where the appointing authority determines that long commuting is necessary, he may authorize payment to the employee of 9¢ per mile for commuting distances beyond 25 miles each way twice a work day.

b. Uniforms. Uniforms are provided without cost to several groups of state employees. Other employees are required to wear uniforms and to purchase them either from the agency or through normal retail establishments. There is no central control of the policies governing uniform allowances or the provision of uniforms. In order to correct this situation, it is recommended that the Personnel Director be charged with the responsibility for determining the necessity for and the manner of providing uniforms or uniform allowances to state employees.

(8) MAINTENANCE OF THE CLASSIFICATION AND COMPENSATION PLANS

No classification or compensation plan can be regarded as static. They must be kept in adjustment with changing conditions. New positions are created; new duties are assigned to existing positions in a way to change their character; and the relationships between prevailing rates of pay for various kinds of employment are subject to many influences that call for adjustments from time to time.

Part Three of this report is a Manual of Procedures for Maintaining the Classification and Compensation Plans. This Manual makes provisions for reviewing requests for re-classification, new or changed positions, and suggests a procedure whereby every position in the state service is reviewed every five years. Another important aspect of maintaining the Classification Plan is the preparation of new and the up-dating of present class specifications. Only by keeping the Classification Plan current will it serve as a useful tool to management.

It is recommended that the Personnel Department review the compensation plan every two years after the completion of a comprehensive survey of salary and fringe benefits practices of other employers in Montana and, as appropriate, for specific classes, on a regional or nation-wide basis. When significant increases in the over-all level of prevailing rates are evident, a uniform percentage adjustment to all rates in the salary schedules is to be made, thus maintaining the established percentage relationship of all grades and all classes.

However, as the result of a comprehensive salary survey, some classes will require higher pay adjustments than others. Individual consideration should be given to these classes and appropriate adjustments made by up-grading, giving due consideration to both vertical and horizontal relationships with all other classes.

In addition to pay adjustments, the surveys of fringe benefit practices will indicate when changes in the various fringe benefit provisions are warranted. The changes in benefits should be given equal consideration to the changes in pay, as they are all part of total compensation for work performed.

To accomplish the changes in both salary and fringe benefits, the Personnel Director is to make his recommendations to either the Administration or the Legislature as appropriate. After adoption by the appropriate body, the state will be assured that it remains both competitive and equitable in salaries and fringe benefits.

(9) IMPLEMENTATION OF THE COMPENSATION PLAN AND
APPROXIMATE COST

(a) Adjustment of Salary Schedules to Reflect Changes in Prevailing Rates Before Implementation.

The proposed compensation plan when adopted, undoubtedly would not be placed in effect until July, 1969. The salary data upon which the proposed plan is based were gathered and analyzed prior to July 1, 1968. Since prevailing salary levels are currently increasing at a rate approaching 5% a year and the cost of living is increasing at a rate of about 4% per year, the Legislature may wish to consider increasing the salary schedule by 5% across the board to reflect the prevailing salaries as they will be after July, 1969. The cost of this change in the salary schedule would be minimal, since it would initially affect only employees where salary rates are below the minimum of the ranges prescribed for their respective positions.

(b) Pay Adjustments Resulting from Implementation of the Classification and Compensation Plans.

Specific regulations providing the details of the implementation and pay adjustment procedures should be developed after policy decisions are made in consideration of available funds. The pay plan can be implemented in any of several ways at considerable difference in first year additional payroll cost. The alternative methods are described in the following:

1. Minimum Implementation. By this method each employee's present pay rate is adjusted upward to the lowest rate in the proposed pay range for his position that provides an increase; if the present rate is

at or above the top rate in the new pay range, the rate is "frozen" until the employee leaves the position or the pay range is raised to cover his present rate. Subsequently, employees are advanced in pay in accordance with their service in position.

This spreads the initial additional payroll cost resulting from the implementation of the new salary schedules over several years; however, it is not an equitable method because no account is taken of the employee's service in position at the time of adjustment. An employee with many years of service in a position may find himself at the entrance rate of the new range along with other employees just entered into the service.

2. Maximum Implementation. Under this method, each employee has his present pay rate adjusted to that rate in the new pay range for his position which he would have achieved, under normal circumstances and assuming satisfactory performance, had the new plan been in effect since his initial employment with the state. This is the most completely equitable method, but can be a very expensive one. Under this method, some employees in the state service would receive initial annual increases of over several thousand dollars.

3. Modified Implementation. By this method, an employee's present rate is adjusted as in the minimum method described in 1. above and, in addition, one or both of the following additional adjustments may be made, as applicable:

a. If the application of 1. above results in adjustment to the minimum entrance rate and the employee has at least 5 years of continuous service in the class as of July 1, 1968, his salary rate will be advanced one additional step.

b. If the adjustment in 1. or 3 a. above does not provide an increase of 2-1/2%, one additional step within the range is granted.

c. Obviously, other acceptable modified methods could be developed. The limitations on additional increments could be tightened or liberalized. An additional increment could be awarded to an employee who has performed in an outstandingly meritorious manner, provided that on initial implementation of the new plan, the resulting rate should not be higher than that the employee could have achieved had the plan been in effect all along.

Another modified method would be to provide for full implementation as in 2. above, but to impose a dollar limitation on the amount of pay adjustment that would be granted to any individual upon implementation of the new plan. This would provide most employees with the full adjustment

called for by the new plan, but would limit the initial adjustment to a reasonable amount for those who are in positions which have been substantially up-graded.

Considering economic factors, the optimum method of implementation seems to be that described in sub-paragraph 3. above with modifications a and/or b.

(c) Estimated Cost of Implementation

In order to provide a reasonable estimate of the first-year costs of the adoption of the new salary schedules, calculations were made by electronic data processing under two alternate methods of implementation. Estimates for other alternates could not be calculated because data is unavailable in many agencies on the length of service in position of their employees and, of course, for the alternate involving cases of outstanding performance receiving additional salary adjustments appraisals of employee performance would be required.

On the basis of "minimum implementation" as described in (9)(b)1 the overall additional first-year cost directly attributable to the adoption of the new salary schedules will be about 4.4%. It is emphasized that this cost increase does not encompass any costs attributable to normal service increments that would be involved whether or not the new plan were adopted nor to increases in payroll resulting from the establishment of additional positions.

On the basis of "minimum implementation" plus the granting of an additional salary increment to those who under minimum implementation alone would receive an adjustment of less than $2\frac{1}{2}\%$, the additional first-year cost would be about 6.3%.

The above estimates are supported by the detailed adjustment costs by agency shown in the table following. The estimates are probably accurate within plus or minus $\frac{1}{4}\%$ and, if anything, are probably on the high side due to the following situations in which the costs of individual salary adjustments could not be accurately determined.

Some employees are paid a salary and provided with certain maintenance, without any deduction from salary therefor. In adjusting the old salary in such a case, the value of the maintenance must be calculated and added to the present salary, then the total compared to the appropriate range in the new salary schedule to determine the new salary, then after adoption the value of the maintenance would be deducted from the new salary. Since the only data available for the calculation is the present salary, the adjustment resulting from the machine processing would be a much higher amount than would actually be the case. These cases, which are not great in number, would have the effect of increasing the total cost estimates somewhat.

In the case of part-time employees, it was sometimes difficult to determine exactly the proper part-time salary under the new salary schedules without a formal determination by the appointing

authority as to the part-time schedule actually to be required of the employee. There will be a few errors in the calculations of such cases but they are likely to be compensating--some high, some low.

The major contributor to errors in the estimates are the cases of agencies which did not report their new salaries which went into effect July 1, 1968. In the case of ten agencies, identified by asterisks in the following table, the adjustment costs were calculated from old salaries and thus would be higher than will actually be the case.

CALCULATION OF ESTIMATED COST FOR
IMPLEMENTING PROPOSED PAY PLAN

	Minimum Implementation (9) (b) <u>1.</u>	Modified Implementation (9) (b) <u>3.</u> <u>b.</u>
201 Governor*	\$ 1,656	\$ 2,712
202 Secretary of State	3,646	4,882
203 Attorney General	2,352	2,628
204 Treasurer	648	1,356
205 Auditor	4,884	8,256
280 Superintendent of Public Instruction	17,988	26,232
401 Railroad Commission	5,364	6,372
402 Vocational Rehabilitation	12,976	15,738
404 Department of Administration	19,188	27,720
405 Budget Director	2,784	3,288
406 State Examiner	6,780	10,668
407 Hail Insurance	3,780	4,116
408 Industrial Accident Board	10,548	19,068
409 Montana Arts Council*	696	696
410 Historical Society	5,232	7,332
411 Board of Examiners	984	1,704
413 Commissioner of State Lands	9,180	10,955
417 Merit System	612	1,200
418 Milk Control Board	1,464	2,016
419 Unemployment Compensation Commission	56,724	112,464
420 Veterans Welfare Commission	7,530	10,770
421 Board of Equalization	17,052	26,904
422 Dept. of Planning & Economic Development	2,208	3,204
424 Labor and Industry	672	1,020
480 State Forester	30,151	35,683
483 Entomologist	372	1,584
484 Registrar of Motor Vehicles	17,652	21,024
485 Board of Pardons	2,964	3,576
486 Liquor Control Board	75,900	103,980
501 Livestock Sanitary Board	16,476	22,920
502 Livestock Commission	9,228	12,840
580 Agriculture Department	43,104	50,796
680 Fish and Game	57,511	105,559
681 Oil and Gas Commission	3,286	4,750
682 Water Conservation Board	23,428	30,448

	Minimum Implementation (9) (b) <u>1.</u>	Modified Implementation (9) (b) <u>3. b.</u>
701 Board of Health	\$ 39,252	\$ 69,120
702 Commission on Aging*	36	348
801 Adjutant General	4,116	7,740
802 Highway Patrol	46,020	64,180
803 Civil Defense	1,764	3,264
980 Highway Commission	397,812	695,832
1101 Public Welfare*	203,964	235,608
1280 University of Montana*	175,848	209,472
1281 State University	281,325	321,753
1284 Montana Technical College*	8,788	13,204
1285 Western Montana College*	2,028	5,640
1286 Executive Secretary, U. of Montana	1,068	2,028
1287 Eastern Montana College	67,106	73,537
1288 Northern Montana College	15,564	16,992
1290 Library Commission	6,458	9,314
1380 Deaf and Blind School	2,436	4,200
1381 Childrens Center	9,156	14,748
1382 Pine Hills School	28,404	37,704
1383 Mountain View School	11,290	13,654
1384 State Prison	33,344	59,624
1385 Warm Springs State Hospital	153,435	217,911
1386 Galen State Hospital	30,714	45,858
1387 Veterans Home*	11,155	12,727
1388 Center for the Aged	12,045	13,197
1389 Boulder River School & Hospital	79,596	99,864
1390 Department of Institutions	6,036	8,400
1391 Swan River Youth Camp	3,720	4,560
1401 Public Employees Retirement System	1,920	4,968
1402 Aeronautics Commission	7,308	9,108
1407 Teachers Retirement System	300	924
1501 Nurses Examining Board	768	1,308
1507 Grass Conservation Commission*	1,650	1,650
1509 Plumbers Examining Board	360	360
1512 Board of Cosmetology	948	948
1522 Horse Racing Commission	540	540
	<u>\$2,120,754</u>	<u>\$2,984,776</u>
Present Payroll	\$47,602,662	
Gross Increase First Year		
Minimum Implementation	\$49,633,416	
Modified Implementation		\$50,524,475

*Salary increase effective July 1, 1968 not reported or only partially reported.

PART TWO
ORGANIZATION AND STAFFING
of the
PERSONNEL DEPARTMENT

PART TWO
ORGANIZATION AND STAFFING
of the
PERSONNEL DEPARTMENT

The proposed Personnel Act assigns a number of duties and responsibilities to the Personnel Director and the Personnel Board. The proposed Personnel Rules provide the detailed processes by which the general policies in the Act will be carried out. In order that the provisions of the Law and the Rules can be carried out, an adequately staffed and well organized Personnel Department must be established. The accompanying organization chart presents the recommendations for the organization and ultimate staffing of this department.

In today's labor market competent professional personnel people are difficult to find. It is not anticipated that all of the staff will be hired at once. It will probably take a year or more to employ all personnel indicated on the chart. The type of professional personnel needed will not be immediately available. In addition, it will take considerable time to organize the office--i.e., establish the necessary records and procedures, acquire office space, etc. The proposed staffing is that which will be necessary when the department is in full operation.

In addition to the Director, there are several key positions which require special comment. It is recommended that there be a Deputy Director who, in addition to his role as principal assistant to the Director, will be responsible for establishing and maintaining good labor-management relations within the state service. This aspect of the program is highly important and could well determine the success of the entire personnel program.

The other key positions are those of the division heads, designated as Personnel Technician III on the Chart. It will be necessary to employ persons with considerable experience in the respective specialized areas of assignment.

In Part Five of this report on records and procedures, a system which will utilize data processing techniques wherever possible is recommended. It is anticipated that this will keep the manual clerical procedures to a minimum. For this reason the recommended clerical staff is somewhat smaller than is usually found in a personnel department.

The proposed organization provides for five major divisions. A brief description of the primary functions of each division follows:

Classification and Compensation Division. This division will be responsible for the administration and maintenance of the Classification and Compensation Plans. The Personnel Technicians assigned to this division will be concerned with conducting job audits on new and changed positions and preparing and up-dating the

class specifications. It will also be the responsibility of this division to conduct periodic salary surveys and make recommendations to the Director and the Board on revisions to the compensation plan.

Recruitment and Examination Division. This unit will have the responsibility for carrying on a continuous and positive recruitment program in order to attract the best qualified applicants to the state service. The preparation, administration and scoring of examinations will be done in this unit as well as the related research required to maintain and improve the program. The division supplies all services to applicants from the time they make application until they are qualified and ready to be placed on an eligible list.

Administrative Services Division. This division acts as the central services unit for the department. Although some of its functions can at times become quite technical, essentially they are administrative and clerical in nature. The principal functions concern eligible lists, payrolls and personnel records. Upon receipt of a requisition from an appointing authority, the administrative division will certify a list of eligible applicants. This division will also be responsible for maintaining records necessary for the certification of payrolls.

Employee Relations Division. Employee relations have become an increasingly important function in all public personnel agencies. The planning of programs to improve employee relations is the function of this division. The types of programs anticipated include the development of an employee handbook, a performance rating system, employee suggestion and awards programs and related personnel programs. This division will also provide advice and assistance during the collective bargaining procedures which are presently conducted by some agencies, and will assure that all agreements conform to the Personnel Rules and to the Classification and Compensation Plans.

Personnel Development Division. With the scarcity of well qualified personnel in the labor market during the past several years, progressive personnel agencies have turned to the development of their own employees as the best method to procure personnel for key positions. Promoting and maintaining career development programs is the primary responsibility of this division. It will also coordinate a variety of training programs within the various state agencies and provide training programs in those occupational areas not confined to one agency.

Relationships with Departmental Personnel Operations. One of the key functions of the centralized Personnel Department will be to provide technical direction to agency or departmental personnel officers, including those presently employed by the Department of Institutions, the Highway Commission and the University of Montana.

The proposed Personnel Act recognizes line management's responsibility in personnel administration and establishes the principle of decentralization to provide agency management with authority, within reasonable limits, commensurate with that responsibility. However, the central personnel agency must retain sufficient control over the total personnel system to assure equitable application of the Personnel Act and Rules throughout the state service by establishing uniform procedures and standards for the administration of personnel processes and by periodic auditing of personnel operations.

Of necessity the decentralization of a personnel function must be approached cautiously. The Personnel Department should serve as a training ground for the development of at least some of the technical personnel staff for the agencies. Until qualified personnel are available to an agency, decentralized responsibility for any technical function should not be given. Where any function is presently being performed by an agency, it should be closely inspected by the Personnel Department until it is assured that the operation is being performed in conformance with established procedures and standards. In the event that it is found that the agency personnel office is not adequately performing such function, the responsibility therefor should revert to the Personnel Department.

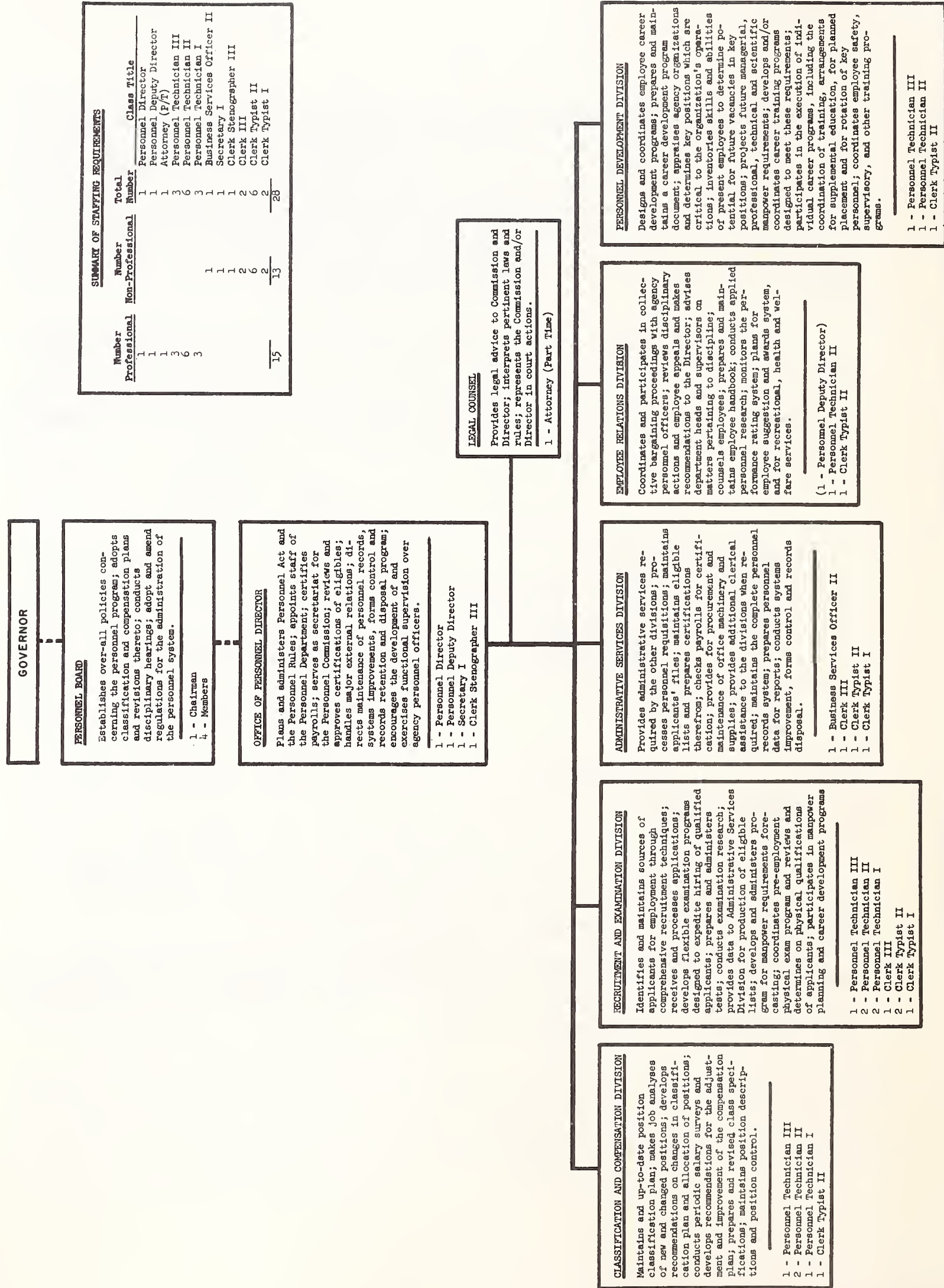
The Operating Budget. The operating budget for the State Personnel Department for the 1971 Biennium has been estimated with the assistance of the Budget Director's Office. The estimates for the first year may be somewhat high since it may not be possible to recruit the professional personnel staff as rapidly as anticipated. Complete detail of the operating budget is available in the Budget Director's office. A summary of the expenditures is as follows:

	<u>1971 Biennium</u>	
	<u>1970</u>	<u>1971</u>
FULL-TIME EQUIVALENT EMPLOYEES	21.00	26.50
<u>Expenditures by Program:</u>		
00 Administration		
01 Classification & Compensation		
02 Recruitment & Examination		
03 Personnel Development		
TOTAL PROGRAMS	\$256,107	\$295.550
<u>Expenditures by Object:</u>		
Personal Services	\$153,664	\$206,884
Operation	71,710	78,666
Capital	30,733	10,000
TOTAL OBJECTS	\$256,107	\$295,550
<u>Summary of Funding:</u>		
General Fund	\$256,107	\$295,550

The above represents a total personnel budget amounting to about 0.6% of total state payroll, which is in line with accepted standards for personnel administration costs in similar governmental services.

Since all state functions are not supported solely by the general fund, consideration should be given to a system of pro-rata assessments to those agencies which have payrolls supported by other funds. Thus, appropriations from the general fund may be significantly reduced.

PROPOSED ORGANIZATION AND STAFFING
MONTANA STATE PERSONNEL DEPARTMENT



PART THREE

MANUAL OF PROCEDURES

for

MAINTAINING THE

CLASSIFICATION AND COMPENSATION PLANS

(Submitted separately)

PART FOUR

PROPOSED PERSONNEL RULES

(Submitted separately)

PART FIVE

PERSONNEL RECORDS

and

PROCEDURES

(Submitted separately)

PART SIX

ALLOCATION RECORDS

(Submitted separately)

PART SEVEN

CLASS SPECIFICATIONS

(Submitted separately)

APPENDIX A

OCCUPATIONAL LIST OF CLASS TITLES

And

SALARY SCHEDULES

OCCUPATIONAL LIST OF CLASS TITLES

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
10000		<u>CLERICAL, ADMINISTRATIVE AND SUB-PROFESSIONAL FISCAL BRANCH</u>
12000		GENERAL ADMINISTRATIVE AND OFFICE GROUP
12300		<u>General Administrative Series</u>
12301	14	Publications Specialist
12321	15	Safety Responsibility Supervisor
12331	15	Personnel Assistant
12335	16	Military Personnel Assistant
12341	14	Business Services Officer I
12342	17	Business Services Officer II
12361	15	Reimbursement Officer I
12362	18	Reimbursement Officer II
12371	17	Horse Racing Commission Executive Secretary
12500		<u>General Clerical Series</u>
12501	7	Magnetic Tape Librarian
12511	6	Mail Clerk
12515	10	Mail Supervisor
12541	1	Clerk I
12542	5	Clerk II
12543	9	Clerk III
12544	13	Clerk IV
12561	5	Statistical Clerk I
12562	9	Statistical Clerk II
12563	13	Statistical Clerk III
12571	14	Medical Records Librarian
12581	14	Law Clerk I
12582	16	Law Clerk II
12700		<u>Office Machine Operation Series</u>
12701	3	Switchboard Operator I
12702	6	Switchboard Operator II
12710	2	Key Punch Operator Trainee
12711	4	Key Punch Operator I

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
12712	7	Key Punch Operator II
12715	11	Key Punch Supervisor
12721	7	Duplicating Equipment Operator I
12722	11	Duplicating Equipment Operator II
12731	11	Tabulating Equipment Operator
12741	11	Computer Operator I
12742	14	Computer Operator II
12751	12	Duplicating Supervisor I
12752	14	Duplicating Supervisor II
12761	17	Data Processing Supervisor I
12762	20	Data Processing Supervisor II
12900		<u>Typing, Stenographic and Secretarial Series</u>
12901	5	Medical Stenographer
12921	2	Clerk Typist I
12922	5	Clerk Typist II
12923	9	Clerk Typist III
12941	3	Clerk Stenographer I
12942	6	Clerk Stenographer II
12943	9	Clerk Stenographer III
12961	8	Legal Stenographer I
12962	11	Legal Stenographer II
12971	11	Secretary I
12972	14	Secretary II
12981	16	Hearings Reporter
16000		PUBLIC SERVICES GROUP
16100		<u>Community Services and Public Aid Series</u>
16101	1	Homemaker
16105	9	Social Worker Trainee
16121	11	Foreign Student Advisor
16131	12	Commission on Aging Field Representative
16141	12	Volunteer Services Coordinator
16151	13	Surplus Food Program Coordinator

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
16161	12	Probation and Parole Officer I
16162	15	Probation and Parole Officer II
16171	16	Emergency Health Planning Advisor
16181	12	Veterans Services Officer
16189	18	Veterans Services Director
16300		<u>Employment Services Series</u>
16311	14	Placement Center Assistant Director
16321	14	Employment Interviewer I
16322	16	Employment Interviewer II
16323	18	Employment Interviewer III
16341	18	Employment Service Manager I
16342	20	Employment Service Manager II
16343	22	Employment Service Manager III
16345	24	Employment Service Area Manager
16700		<u>Unemployment Compensation Series</u>
16711	18	Unemployment Insurance Field Representative
16731	15	Claims Examiner I
16732	19	Claims Examiner II
16900		<u>Vocational and Rehabilitation Instruction Series</u>
16911	10	Trade Instructor I
16912	14	Trade Instructor II
16931	14	Apprenticeship Training Representative
16951	15	Fireman Instructor
17000		PURCHASING, SALES AND STORES GROUP
17200		<u>Industrial and Retail Sales Series</u>
17211	1	Canteen Clerk
17241	7	Bookstore Supervisor
17261	6	Liquor Store Clerk I
17262	7	Liquor Store Clerk II
17263	8	Liquor Store Clerk III
17271	6	Canteen Manager I
17272	10	Canteen Manager II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
17281	6	Liquor Store Vendor I
17282	8	Liquor Store Vendor II
17283	10	Liquor Store Vendor III
17284	12	Liquor Store Vendor IV
17500		<u>Purchasing Series</u>
17511	15	Land Agent
17531	14	Buyer I
17532	16	Buyer II
17551	20	Purchasing Services Officer
17800		<u>Stores Series</u>
17811	5	Stores Clerk I
17812	9	Stores Clerk II
17831	12	Athletic Equipment Manager
17851	10	Storekeeper I
17852	13	Storekeeper II
17871	14	Property Supervisor
19000		SUB-PROFESSIONAL FISCAL GROUP
19300		<u>Cash Collection and Disbursement Series</u>
19311	3	Cashier I
19312	6	Cashier II
19800		<u>Sub-professional Accounting and Auditing Series</u>
19801	5	Accounting Clerk I
19802	9	Accounting Clerk II
19803	13	Accounting Clerk III
19831	10	Claims Adjustor I
19832	13	Claims Adjustor II
19851	14	Liquor Store Examiner
19861	12	Accident Insurance Auditor I
19862	16	Accident Insurance Auditor II
19871	15	Unemployment Tax Examiner
19881	13	Field Auditor I
19882	17	Field Auditor II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
19891	13	Fuel Tax Auditor I
19892	16	Fuel Tax Auditor II
19893	19	Fuel Tax Audit Supervisor
20000		<u>ENFORCEMENT, INVESTIGATION AND PROTECTION BRANCH</u>
22000		CONSERVATION AND PROTECTION GROUP
22200		<u>Agriculture and Land Inspection Series</u>
22201	7	State Land Crop Checker
22211	9	Poultry Inspector
22221	7	Grain Weigher I
22222	11	Grain Weigher II
22231	9	Grain Sampler I
22232	11	Grain Sampler II
22241	9	Livestock Inspector I
22242	11	Livestock Inspector II
22243	13	Livestock Inspector III
22245	16	Livestock Inspection Supervisor
22261	10	Agricultural Inspector I
22262	14	Agricultural Inspector II
22265	20	Agricultural Inspection Supervisor
22281	11	Grain Inspector I
22282	13	Grain Inspector II
22283	15	Grain Inspector III
22284	18	Grain Inspector IV
22285	21	Grain Inspection Supervisor
22400		<u>Consumer Protection Series</u>
22411	10	Cosmetology Inspector
22431	10	Liquor Control Inspector
22451	10	Lay Meat Inspector I
22452	14	Lay Meat Inspector II
22471	10	Deputy Sealer of Weights and Measures I
22472	14	Deputy Sealer of Weights and Measures II
22475	20	Sealer of Weights and Measures
22800		<u>Wildlife Protection Series</u>
22801	11	Fisheries Fieldman
22811	13	Game Farm Foreman

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
22821	13	Game Management Trapper
22831	15	Hunter Safety Instructor
22835	14	Game Range Manager
22841	11	Fish Culturist I
22842	14	Fish Culturist II
22845	17	Fish Hatchery Superintendent
22851	18	Wildlife Enforcement Training Officer
22861	15	Game Warden I
22862	17	Game Warden II
22865	20	Game Warden Captain
22871	25	Wildlife Enforcement Chief
26000		INVESTIGATION, CONTROL, INSPECTION AND SAFETY GROUP
26400		<u>Industrial and Vehicular Safety Series</u>
26411	15	Boiler Inspector
26431	12	Accident Claims Representative
26433	16	Accident Claims Examiner
26451	13	Safety Representative I
26452	15	Safety Representative II
26453	17	Safety Representative III
26489	20	Highway Safety Director
26500		<u>Labor Law Enforcement Series</u>
26511	15	Labor Law Investigator
26531	14	Field Labor Inspector I
26532	17	Field Labor Inspector II
26600		<u>Miscellaneous Investigation and Inspection Series</u>
26611	12	License Inspector
26631	14	Oil Field Inspector I
26632	16	Oil Field Inspector II
26641	16	Electrical Inspector
26661	16	Plumbing Inspector
26681	23	Criminal Investigator I
26682	25	Criminal Investigator II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
26900		<u>Vehicle and Public Carrier Control Series</u>
26911	10	Gross Vehicle Weight Inspector I
26912	14	Gross Vehicle Weight Inspector II
26931	12	Motor Carrier Inspector
26935	18	Motor Carrier Inspection Supervisor
26951	12	Drivers License Examiner I
26952	16	Drivers License Examiner II
26955	20	Drivers License Chief Examiner
26971	18	Gross Vehicle Weight Supervisor I
26972	22	Gross Vehicle Weight Supervisor II
26973	24	Gross Vehicle Weight Supervisor III
28000		PUBLIC SAFETY GROUP
28300		<u>Civil Defense Series</u>
28301	17	Civil Defense Coordinator
28311	20	Civil Defense Radiological Officer
28321	21	Civil Defense Operations Officer
28400		<u>Fire Control Series</u>
28411	13	Fire Lieutenant
28431	16	Fire Chief
28451	15	Deputy State Fire Marshal I
28452	18	Deputy State Fire Marshal II
28453	21	State Fire Marshal
28600		<u>Highway Patrol Series</u>
28601	15	Highway Patrolman
28603	18	Highway Patrol Sergeant
28605	21	Highway Patrol Captain
40000		<u>INSTITUTIONAL SERVICES AND CUSTODY BRANCH</u>
42000		DOMESTIC AND FOOD SERVICES GROUP
42200		<u>Food Services Series</u>
42211	1W	Food Service Worker I
42212	3W	Food Service Worker II
42213	5W	Food Service Worker III

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
42231	5W	Cook I
42232	7W	Cook II
42233	9W	Cook III
42250	5W	Baker Helper
42251	8W	Baker I
42252	10W	Baker II
42261	10W	Butcher
42271	10W	Food Service Manager I
42272	13W	Food Service Manager II
42273	16W	Food Service Manager III
42700		<u>Laundry Services Series</u>
42701	1W	Laundry Worker I
42702	4W	Laundry Worker II
42703	8W	Laundry Worker III
42711	13W	Laundry Supervisor
42800		<u>Miscellaneous Institutional Services Series</u>
42801	3	Teacher Aide
42811	2W	Seamstress I
42812	4W	Seamstress II
42821	6W	Youth Transportation and Clothing Officer
42831	7	Game Room Manager
42840	5W	Barber Apprentice
42841	9W	Barber
42851	9W	Beautician
42861	1	Recreation Aide I
42862	5	Recreation Aide II
42865	12	Recreation Specialist
42881	12	Youth Camp Counselor I
42882	15	Youth Camp Counselor II
42883	18	Youth Camp Counselor III
44000		SUB-PROFESSIONAL NURSING AND ATTENDING GROUP
44200		<u>Institutional Attending Series</u>
44211	6	Group Life Counselor I
44212	8	Group Life Counselor II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
44213	10	Group Life Counselor III
44215	12	Group Life Supervisor
44231	6	Mental Retardation Aide I
44232	8	Mental Retardation Aide II
44233	10	Mental Retardation Aide III
44251	9	Resident Counselor I
44252	11	Resident Counselor II
44271	10	Alcoholism Counselor
44272	15	Alcoholism Service Coordinator
44500		<u>Sub-Professional Nursing and Therapy Series</u>
44511	2	Nurse Aide I
44512	5	Nurse Aide II
44531	7	Licensed Practical Nurse
44541	7	Nursing Home Attendant
44551	6	Therapy Aide I
44552	8	Therapy Aide II
44571	6	Psychiatric Aide I
44572	8	Psychiatric Aide II
44573	10	Psychiatric Aide III
44574	13	Psychiatric Aide IV
45000		INSTITUTIONAL SECURITY AND PENAL CUSTODY GROUP
45300		<u>Institutional Security Series</u>
45311	4W	Watchman
45331	7	Security Officer I
45332	10	Security Officer II
45351	11	Police Officer
45355	16	Police Supervisor
45700		<u>Penal Custody Series</u>
45701	8	Fingerprint Classifier
45711	10	Correctional Matron
45712	13	Correctional Matron Sergeant
45734	12	Identification Assistant Supervisor
45735	16	Identification Supervisor
45741	16	Correctional Training Officer

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
45761	10	Correctional Officer
45762	13	Correctional Sergeant
45763	16	Correctional Lieutenant
45765	19	Correctional Captain
45781	12	Correctional Supervisor I
45782	14	Correctional Supervisor II
45783	17	Correctional Supervisor III
45784	20	Correctional Supervisor IV
45791	21	Director of Industries
60000		<u>LABOR AND TRADES BRANCH</u>
62000		CUSTODIAL, MAINTENANCE AND TRADES GROUP
62200		<u>Building and Grounds Custodial and Maintenance Series</u>
62201	1W	Fire Station Guard
62211	1W	Locker Room Attendant
62221	1W	Park Guide
62231	1W	Custodial Worker I
62232	3W	Custodial Worker II
62233	5W	Custodial Worker III
62241	6W	Animal Caretaker
62251	5W	Groundskeeper I
62252	7W	Groundskeeper II
62261	5W	School Custodian I
62262	7W	School Custodian II
62271	10W	Custodial Foreman I
62272	12W	Custodial Foreman II
62281	13W	Nursery Man
62300		<u>Building Trades Series</u>
62301	12W	Locksmith
62311	13W	Bricklayer
62331	12W	Painter
62335	15W	Painter Foreman
62350	*	Carpenter Apprentice
62351	13W	Carpenter
62355	16W	Carpenter Foreman

*Special Compensation provision

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
62370	*	Plumber Apprentice
62371	13W	Plumber
62375	16W	Plumber Foreman
62381	13W	Sign Painter
62385	16W	Sign Shop Foreman
62390	*	Electrician Apprentice
62391	14W	Electrician
62395	17	Electrician Foreman
62400		<u>Labor and Trades Supervision Series</u>
62401	16	Parks Supervisor
62411	17	Core Drilling Supervisor I
62412	21	Core Drilling Supervisor II
62421	17	Equipment Shop Supervisor I
62422	19	Equipment Shop Supervisor II
62431	16	Plant Supervisor I
62432	18	Plant Supervisor II
62433	20	Plant Supervisor III
62437	20	Highway Equipment Supervisor
62441	17	Building Maintenance Supervisor I
62442	19	Building Maintenance Supervisor II
62445	21	Building Construction and Maintenance Superintendent
62451	17	Ranch Manager I
62453	21	Ranch Manager II
62471	19	Printing Services Supervisor
62475	22	Printing Services Superintendent
62490	20	Highway Maintenance Supervisor
62491	23	Highway Maintenance Superintendent I
62492	25	Highway Maintenance Superintendent II
62500		<u>Industrial Trades Series</u>
62501	8W	Mattress Maker
62511	9W	Shoe Repairman
62521	9W	Upholsterer
62530	*	Pressman Apprentice
62531	13W	Pressman
62541	13W	Linotype Operator

*Special compensation provision

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
62551	14W	Piano Tuner
62565	16W	Printer Foreman
62700		<u>Mechanical Trades Series</u>
62705	13W	Automotive Painter
62711	13W	Welder
62721	13W	Refrigeration Air Conditioning Mechanic
62741	13W	Machinist
62742	14W	Research Machinist
62761	10W	Equipment Serviceman
62762	13W	Equipment Mechanic
62765	15W	Equipment Mechanic Foreman
62781	11W	Maintenance Mechanic I
62782	13W	Maintenance Mechanic II
62785	15W	Maintenance Mechanic Foreman
62900		<u>Skilled, Semi-skilled and Unskilled Labor Series</u>
62901	4W	Fire Lookout
62903	7W	Fire Guard
62911	7W	Laborer I
62912	9W	Laborer II
62921	9W	Warehouseman
62923	10W	Forestry Scaler
62925	10W	Youth Camp Foreman
62931	11W	Building Maintenance Man
62935	13W	Building Maintenance Foreman
62941	11W	Park Maintenance Man
62945	13W	Park Maintenance Foreman
62951	7W	Forest Firefighter I
62952	9W	Forest Firefighter II
62953	11W	Forest Firefighter III
62954	13W	Forest Firefighter IV
62955	15W	Forest Firefighter V
62961	10W	Maintenance Man I
62962	11W	Maintenance Man II
62963	13W	Maintenance Man III
62964	15W	Maintenance Man IV

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
62971	11W	Labor Foreman I
62972	15W	Labor Foreman II
62985	17	Highway Maintenance Foreman
64000		EQUIPMENT AND PLANT OPERATION GROUP
64200		<u>General Farm Operations Series</u>
64201	4W	Dairyman
64211	7W	Dairy Plant Operator
64221	6W	Ranch Laborer I
64222	8W	Ranch Laborer II
64231	9W	Sheep Herder
64241	10W	Dairy Herdsman
64255	11W	Ranch Foreman
64265	13W	Dairy Manager
64500		<u>Mechanical Equipment Operation Series</u>
64501	10W	Core Driller I
64502	12W	Core Driller II
64503	14W	Core Driller III
64700		<u>Plant Operations Series</u>
64701	13W	Sewage Plant Operator
64711	9W	Steam Boiler Operator I
64712	11W	Steam Boiler Operator II
64713	13W	Steam Boiler Operator III
64715	16W	Steam Boiler Chief Operator
70000		<u>MANAGERIAL, PROFESSIONAL AND SCIENTIFIC BRANCH</u>
72000		HEALTH GROUP
72200		<u>Health Administration, Planning and Statistics Series</u>
72201	25	Public Health Statistics Director
72211	26	Comprehensive Health Planning Director
72221	31	Child Health Services Director
72231	32	Public Health Assistant Executive Officer

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
72300		<u>Pharmaceutical Series</u>
72301	19	Pharmacist
72400		<u>Professional Dental Series</u>
72401	26	Dentist I
72402	28	Dentist II
72421	28	Public Health Dentist
72500		<u>Professional Medical Care Series</u>
72510	27	Resident Physician
72511	28	Physician I
72512	29	Physician II
72531	30	Public Health Physician
72550	29	Resident Psychiatrist
72551	30	Psychiatrist I
72552	31	Psychiatrist II
72600		<u>Professional Nursing and Therapy Series</u>
72601	14	Registered Nurse I
72602	16	Registered Nurse II
72611	20	Nursing Examiner
72621	16	Occupational Therapist
72631	16	Nursing Instructor I
72632	18	Nursing Instructor II
72641	15	Recreational Therapist I
72642	17	Recreational Therapist II
72651	15	Physical Therapist I
72652	18	Physical Therapist II
72661	20	Activity Therapy Coordinator
72671	19	Speech and Hearing Therapist I
72672	22	Speech and Hearing Therapist II
72681	19	Nursing Director I
72682	22	Nursing Director II
72695	22	Therapy and Social Services Director
72700		<u>Public Health Sanitation, Education and Consulting Series</u>
72711	15	Public Health Field Representative

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
72731	18	Emergency Medical Services Coordinator
72751	18	Medical Facilities Consultant I
72752	20	Medical Facilities Consultant II
72771	19	State Sanitarian I
72772	23	State Sanitarian II
72791	18	Health Educator I
72792	21	Health Educator II
72799	25	Public Health Education Director
72800		<u>Public Health Nursing Series</u>
72801	16	Public Health Nurse I
72802	18	Public Health Nurse II
72803	20	Public Health Nurse III
72804	22	Public Health Nurse IV
72809	26	Public Health Nursing Director
73000		MANAGEMENT GROUP
73100		<u>Administrative Management Series</u>
73101	14	Events Coordinator
73103	17	Bookstore Manager
73105	18	Accident Hearings Officer
73107	18	Admissions Assistant Director
73111	17	Student Activities Director I
73112	20	Student Activities Director II
73121	20	Assistant Registrar
73123	20	Student Housing Manager
73131	18	Deputy Secretary of State I
73132	20	Deputy Secretary of State II
73135	23	Chief Deputy Secretary of State
73141	23	Deputy Investment Commissioner
73143	23	Highway Safety Program Coordinator
73145	23	Unemployment Benefits Chief
73147	23	Unemployment Contributions Chief
73151	21	Unemployment Compensation Appeals Referee I
73152	24	Unemployment Compensation Appeals Referee II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
73155	24	Highway Commission Secretary
73157	24	Purchasing Agent
73161	27	Employment Services Director
73171	27	Unemployment Insurance Director
73181	20	Administrative Services Officer I
73182	22	Administrative Services Officer II
73183	24	Administrative Services Officer III
73184	26	Administrative Services Officer IV
73185	28	Administrative Services Officer V
73300		<u>Budget and Management Analysis Series</u>
73311	16	Budget Analyst I
73312	20	Budget Analyst II
73313	23	Budget Analyst III
73331	17	Management Analyst I
73332	20	Management Analyst II
73333	23	Management Analyst III
73351	24	Budget Assistant Director
73500		<u>Institution Management Series</u>
73501	23	Correctional Institution Superintendent I
73502	26	Correctional Institution Superintendent II
73700		<u>Personnel Management Series</u>
73711	16	Personnel Technician I
73712	20	Personnel Technician II
73713	24	Personnel Technician III
73741	18	Personnel Officer I
73742	21	Personnel Officer II
73743	24	Personnel Officer III
73745	24	Merit System Director
73768	27	Personnel Deputy Director
73769	29	Personnel Director
73800		<u>Public Information Series</u>
73811	18	Publications Editor
73831	16	Public Information Officer I
73832	18	Public Information Officer II
73839	24	Public Information Director

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
73848	21	Advertising Assistant Director
73849	24	Advertising Director
73861	20	Wildlife Information Officer I
73862	22	Wildlife Information Officer II
73869	25	Wildlife Information Chief
73889	26	University Information Director
75000		PROFESSIONAL ECONOMICS, FISCAL AND STATISTICAL GROUP
75200		<u>Accounting and Auditing Series</u>
75211	19	Financial Aid Officer
75241	16	Deputy State Examiner I
75242	19	Deputy State Examiner II
75243	22	Deputy State Examiner III
75245	24	Deputy Chief State Examiner
75261	16	Bank Examiner I
75262	19	Bank Examiner II
75263	22	Bank Examiner III
75265	25	Bank Chief Examiner
75288	22	Income and Corporate Tax Assistant Director
75289	25	Income and Corporate Tax Director
75291	16	Accountant I
75292	19	Accountant II
75293	22	Accountant III
75299	26	Chief Accountant
75300		<u>Economics Series</u>
75311	19	Economist
75400		<u>Educational Series</u>
75401	14	Audio Visual Laboratory Specialist
75411	18	Academic Education Supervisor
75415	18	Fire Instruction Supervisor
75421	18	Vocational Education Supervisor
75431	19	Aviation Science Consultant
75449	21	Institution Education Director
75461	16	Educational Research Assistant

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
75471	18	Educational Project Assistant
75500		<u>Electronic Data Processing Series</u>
75510	12	Computer Programmer Trainee
75511	16	Computer Programmer
75531	19	Computer Programmer Analyst
75551	21	EDP Systems Analyst I
75552	24	EDP Systems Analyst II
75571	24	Data Processing Manager I
75572	27	Data Processing Manager II
75600		<u>Insurance Analysis and Examining Series</u>
75611	16	Insurance Investigator
75621	17	Experience Rating Supervisor
75631	18	Insurance Examiner
75641	20	Accident Claims Manager
75651	20	Accident Insurance Underwriter
75671	20	Unemployment Insurance Claims Investigator
75691	24	Deputy Insurance Commissioner
75900		<u>Statistical and Statistical Research Series</u>
75911	16	Statistician I
75912	19	Statistician II
75931	19	Labor Market Analyst
75959	24	Unemployment Compensation Research Chief
75971	19	Welfare Research Analyst
75979	26	Welfare Research Director
76000		PROFESSIONAL ENGINEERING GROUP
76200		<u>Civil Engineering and Related Series</u>
76211	23	Hydrologist
76221	21	Highway Planner I
76222	24	Highway Planner II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
76231	21	Traffic Engineer I
76232	23	Traffic Engineer II
76233	25	Traffic Engineer III
76251	25	Hydraulics Engineer
76271	25	Materials Engineer I
76272	28	Materials Engineer II
76281	19	Civil Engineer I
76282	21	Civil Engineer II
76283	23	Civil Engineer III
76284	25	Civil Engineer IV
76285	27	Civil Engineer V
76286	28	Civil Engineer VI
76287	29	Civil Engineer VII
76400		<u>Community Planning and Architecture Series</u>
76411	19	Landscape Designer I
76412	21	Landscape Designer II
76431	25	Principal Planner
76451	19	Architect I
76452	21	Architect II
76453	23	Architect III
76459	26	State Architect
76600		<u>Electrical and Mechanical Engineering Series</u>
76611	21	Communications Engineer
76651	19	Electrical Engineer I
76652	21	Electrical Engineer II
76653	23	Electrical Engineer III
76671	23	Mechanical Engineer
76700		<u>General Engineering Series</u>
76701	21	Building Construction
76711	21	Safety Engineer
76721	23	Utility Engineer I
76722	25	Utility Engineer II
76731	25	Petroleum Engineer
76741	27	Water Resources Consultant

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
76751	19	Industrial Hygiene Engineer I
76752	22	Industrial Hygiene Engineer II
76753	25	Industrial Hygiene Engineer III
76759	27	Industrial Hygiene Director
76771	19	Public Health Engineer I
76772	21	Public Health Engineer II
76773	23	Public Health Engineer III
76774	26	Public Health Engineer IV
76779	28	Public Health Engineering Director
77000		SCIENCE GROUP
77100		<u>Agricultural Sciences Series</u>
77101	15	Horticulturist
77111	17	Silviculturist
77121	19	Assistant State Entomologist
77131	19	Botany Research Assistant
77141	19	Soil Scientist
77151	16	Livestock Research Assistant I
77152	18	Livestock Research Assistant II
77153	20	Livestock Research Assistant III
77161	20	Assistant State Apiarist
77171	20	Dairy and Egg Inspection Supervisor
77181	18	Milk Sanitarian
77185	23	Milk Sanitation Supervisor
77191	23	Deputy State Veterinarian I
77192	25	Deputy State Veterinarian II
77193	27	Deputy State Veterinarian III
77300		<u>Food Management and Nutrition Series</u>
77311	16	Dietitian I
77312	20	Dietitian II
77321	16	Nutritionist I
77322	20	Nutritionist II
77323	22	Nutritionist III
77331	18	Food Services Director I
77332	21	Food Services Director II
77500		<u>Geology Series</u>
77501	19	Geologist I
77502	21	Geologist II

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
77503	23	Geologist III
77504	25	Geologist IV
77600		<u>Land, Parks and Forestry Series</u>
77601	17	Recreation Projects Planner
77629	19	Recreation and Parks Manager
77641	20	State Land Development Specialist
77649	23	State Land Manager
77651	23	State Forestry Planner
77661	16	Forester I
77662	18	Forester II
77663	20	Forester III
77664	22	Forester IV
77668	24	Deputy State Forester
77688	22	Parks Assistant Chief
77689	25	Parks Chief
77800		<u>Professional Laboratory Series</u>
77811	19	Assayer
77831	16	Microbiologist I
77832	18	Microbiologist II
77833	21	Microbiologist III
77851	19	Virologist I
77852	21	Virologist II
77871	17	Chemist I
77872	19	Chemist II
77873	21	Chemist III
77874	23	Chemist IV
77899	26	Public Health Laboratory Director
77900		<u>Wildlife Conservation Series</u>
77901	18	Wildlife Educational Assistant
77911	21	Aquatic Biologist
77921	21	Wildlife Rabies Coordinator
77955	23	Fish and Game Supervisor
77971	18	Fisheries Biologist I
77972	20	Fisheries Biologist II
77973	22	Fisheries Biologist III
77974	25	Fisheries Management Chief

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
77991	18	Game Biologist I
77992	20	Game Biologist II
77993	22	Game Biologist III
77994	25	Game Management Chief
78000		SOCIAL SCIENCES AND CULTURAL GROUP
78200		<u>Cultural Series</u>
78211	13	Musician
78231	16	Recreation Supervisor
78251	17	Chaplain I
78252	19	Chaplain II
78271	14	Museum Assistant Curator
78272	20	Museum Curator
78400		<u>Employment Services Series</u>
78411	18	Job Corps Placement Officer
78431	15	Employment Counselor I
78432	17	Employment Counselor II
78433	19	Employment Counselor III
78441	19	Older Worker Program Consultant
78461	17	Manpower Development and Training Specialist I
78462	21	Manpower Development and Training Specialist II
78471	21	Employment Service Placement Consultant
78473	21	Teacher Placement Officer
78475	22	Employment Technical Services Consultant
78477	22	Special Applicant Program Consultant
78481	23	Community Employment Program Consultant
78485	23	Farm Placement Officer
78600		<u>Librarian Series</u>
78601	13	Library Assistant
78611	17	Librarian I
78612	19	Librarian II
78800		<u>Psychology and Sociology Series</u>
78801	16	Psychometrist

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
78805	17	Student Counselor
78811	15	Juvenile Counselor I
78812	18	Juvenile Counselor II
78815	21	Juvenile Counseling Director
78819	18	Rural Program Coordinator
78821	19	Reconsideration Specialist
78831	17	Group Life Director I
78832	20	Group Life Director II
78841	20	Rehabilitation Facilities Specialist
78851	17	Disability Examiner I
78852	19	Disability Examiner II
78855	21	Disability Insurance Program Supervisor
78868	18	Probation and Parole Assistant Director
78869	21	Probation and Parole Director
78871	21	Youth Camp Superintendent
78881	17	Vocational Rehabilitation Counselor I
78882	19	Vocational Rehabilitation Counselor II
78883	21	Vocational Rehabilitation Counselor III
78885	23	Vocational Rehabilitation Field Supervisor
78891	16	Psychologist I
78892	19	Psychologist II
78893	22	Psychologist III
78895	25	Clinical Psychologist
79000		WELFARE, HUMAN RELATIONS AND LEGAL GROUP
79400		<u>Legal Series</u>
79401	19	Attorney
79411	21	Right of Way Attorney I
79412	23	Right of Way Attorney II
79413	25	Right of Way Attorney III
79414	27	Right of Way Attorney IV
79421	29	Highway Chief Counsel
79700		<u>Professional Social Work Series</u>
79715	16	Institutional Social Services Supervisor
79719	23	Institutional Social Services Director
79721	23	Clinical Services Director

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
79731	18	Medical Social Worker I
79732	21	Medical Social Worker II
79733	24	Medical Social Worker III
79751	18	Psychiatric Social Worker I
79752	21	Psychiatric Social Worker II
79753	24	Psychiatric Social Worker III
79754	26	Psychiatric Social Worker IV
79771	14	Social Worker I
79772	16	Social Worker II
79773	19	Social Worker III
79774	21	Social Worker IV
79775	23	Social Worker V
79776	25	Social Worker VI
79900		<u>Welfare Administration Series</u>
79911	20	Community Welfare Planning Coordinator
79921	19	County Welfare Director I
79922	21	County Welfare Director II
79923	23	County Welfare Director III
79939	25	Blind Welfare Services Director
79949	26	Welfare Medical Assistance Director
79969	26	Welfare Staff Development Director
79998	25	Welfare Services Assistant Director
79999	27	Welfare Services Director
90000		<u>TECHNICAL BRANCH</u>
91000		AVIATION TECHNICAL GROUP
91300		<u>Aircraft Operation Series</u>
91301	23	Aircraft Pilot
91400		<u>Aircraft Safety Series</u>
91401	22	Aircraft Safety Officer
93000		CARTOGRAPHY, GRAPHIC AND PHOTOGRAPHIC ARTS GROUP
93200		<u>Cartography and Graphic Arts Series</u>
93211	14	Graphic Artist
93231	16	Stage Technician

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
93251	10	Cartographer I
93252	13	Cartographer II
93253	16	Cartographer III
93800		<u>Photographic Series</u>
93811	10	Photographic Technician I
93812	14	Photographic Technician II
93831	17	Photographer
93851	16	Television Production Specialist
93871	18	Air Media Supervisor
93895	18	Television Studio Operations Manager
97000		SUB-PROFESSIONAL ENGINEERING GROUP
97400		<u>Engineering Technician Series</u>
97401	9	Engineering Aide
97405	10	Soils Technician
97411	9	Hydrographer I
97412	13	Hydrographer II
97421	10	Water Resources Technician I
97422	14	Water Resources Technician II
97431	17	Building Construction Technician
97441	19	Utility Agent
97451	17	Water Resources Supervisor I
97452	20	Water Resources Supervisor II
97461	13	Traffic Engineering Technician I
97462	17	Traffic Engineering Technician II
97463	20	Traffic Engineering Technician III
97475	21	Irrigation Project Supervisor
97481	13	Engineering Technician I
97482	17	Engineering Technician II
97483	20	Engineering Technician III
97484	22	Engineering Technician IV
97800		<u>Right of Way and Real Property Series</u>
97811	17	Property Appraiser I
97812	19	Property Appraiser II
97815	22	Property Chief Appraiser

<u>Class Code</u>	<u>Class Grade</u>	<u>Class Title</u>
97831	17	Right of Way Appraiser I
97832	19	Right of Way Appraiser II
97833	21	Right of Way Appraiser III
97834	24	Right of Way Appraiser IV
97851	16	Right of Way Agent I
97852	18	Right of Way Agent II
97853	21	Right of Way Agent III
97871	22	Supervising Right of Way Agent I
97872	24	Supervising Right of Way Agent II
97873	26	Supervising Right of Way Agent III
97879	28	Right of Way Chief Agent
98000		SUB-PROFESSIONAL LABORATORY AND MEDICAL TECHNOLOGY GROUP
98200		<u>Chemical and Medical Laboratory Technician Series</u>
98211	6	Laboratory Assistant I
98212	9	Laboratory Assistant II
98231	13	Laboratory Technician I
98232	15	Laboratory Technician II
98233	17	Laboratory Technician III
98400		<u>Electronics Technician Series</u>
98411	15	Electronics Technician I
98412	17	Electronics Technician II
98413	20	Electronics Technician III
98500		<u>Medical and Dental Technician Series</u>
98511	6	Dental Assistant
98531	8	Electrocardiogram Technician
98551	11	X-Ray Technician I
98552	14	X-Ray Technician II
98700		<u>Physical Laboratory Series</u>
98730	9	Materials Aide
98731	13	Materials Technician I
98732	17	Materials Technician II
98733	20	Materials Technician III
98734	22	Materials Technician IV

SALARY SCHEDULE I

BASE SALARY RATES

LONGEVITY SALARY RATES

Salary Grade	Salary Basis	BASE SALARY RATES								LONGEVITY SALARY RATES			
		Minimum Rate	Intermediate Rates				Maximum Rates			7 Yrs Total Svc*	10 Yrs Total Svc*	15 Yrs Total Svc*	20 Yrs Total Svc*
		1	2	3	4	5	6	7	8	1L	2L	3L	4L
1	Monthly	\$ 276	\$ 289	\$ 303	\$ 318	\$ 334	\$ 351	\$	\$	\$ 360	\$ 369	\$ 378	\$ 388
	Annually	3312	3468	3636	3816	4008	4212			4320	4428	4536	4656
2	Monthly	289	303	318	334	351	369			378	388	398	408
	Annually	3468	3636	3816	4008	4212	4428			4536	4656	4776	4896
3	Monthly	303	318	334	351	369	388			398	408	418	429
	Annually	3636	3816	4008	4212	4428	4656			4776	4896	5016	5148
4	Monthly	318	334	351	369	388	408			418	429	440	451
	Annually	3816	4008	4212	4428	4656	4896			5016	5148	5280	5412
5	Monthly	334	351	369	388	408	429			440	451	462	474
	Annually	4008	4212	4428	4656	4896	5148			5280	5412	5544	5688
6	Monthly	351	369	388	408	429	451			462	474	486	498
	Annually	4212	4428	4656	4896	5148	5412			5544	5688	5832	5976
7	Monthly	369	388	408	429	451	474			486	498	510	523
	Annually	4428	4656	4896	5148	5412	5688			5832	5976	6120	6276
8	Monthly	388	408	429	451	474	498			510	523	536	549
	Annually	4656	4896	5148	5412	5688	5976			6120	6276	6432	6588
9	Monthly	408	429	451	474	498	523			536	549	562	576
	Annually	4896	5148	5412	5688	5976	6276			6432	6588	6744	6912
10	Monthly	429	451	474	498	523	549			562	576	590	604
	Annually	5148	5412	5688	5976	6276	6588			6744	6912	7080	7248
11	Monthly	451	474	498	523	549	576			590	604	618	633
	Annually	5412	5688	5976	6276	6588	6912			7080	7248	7416	7596
12	Monthly	474	498	523	549	576	604			618	633	648	663
	Annually	5688	5976	6276	6588	6912	7248			7416	7596	7776	7956
13	Monthly	498	523	549	576	604	633			648	663	679	695
	Annually	5976	6276	6588	6912	7248	7596			7776	7956	8148	8340
14	Monthly	523	549	576	604	633	663			679	695	712	730
	Annually	6276	6588	6912	7248	7596	7956			8148	8340	8544	8760
15	Monthly	549	576	604	633	663	695			712	730	750	770
	Annually	6588	6912	7248	7596	7956	8340			8644	8760	9000	9240
16	Monthly	576	604	633	663	695	730			750	770	790	810
	Annually	6912	7248	7596	7956	8340	8760			9000	9240	9480	9720
17	Monthly	604	633	663	695	730	770			790	810	830	850
	Annually	7248	7596	7956	8340	8760	9240			9480	9720	9960	10200
18	Monthly	633	663	695	730	770	810			830	850	872	895
	Annually	7596	7956	8340	8760	9240	9720			9960	10200	10464	10740
19	Monthly	663	695	730	770	810	850			872	895	917	940
	Annually	7956	8340	8760	9240	9720	10200			10464	10740	11004	11280
20	Monthly	695	730	770	810	850	895			917	940	962	985
	Annually	8340	8760	9240	9720	10200	10740			11004	11280	11544	11820
21	Monthly	730	770	810	850	895	940	985			1007	1030	1055
	Annually	8760	9240	9720	10200	10740	11280	11820			12084	12360	12660
22	Monthly	770	810	850	895	940	985	1030			1055	1080	1105
	Annually	9240	9720	10200	10740	11280	11820	12360			12660	12960	13260
23	Monthly	810	850	895	940	985	1030	1080			1105	1130	1160
	Annually	9720	10200	10740	11280	11820	12360	12960			13260	13560	13920
24	Monthly	850	895	940	985	1030	1080	1130			1160	1190	1220
	Annually	10200	10740	11280	11820	12360	12960	13560			13920	14280	14640
25	Monthly	895	940	985	1030	1080	1130	1190			1220	1250	1280
	Annually	10740	11280	11820	12360	12960	13560	14280			14640	15000	15360
26	Monthly	940	985	1030	1080	1130	1190	1250	1310			1345	1380
	Annually	11280	11820	12360	12960	13560	14280	15000	15720			16140	16560
27	Monthly	1030	1080	1130	1190	1250	1310	1380	1450			1485	1520
	Annually	12360	12960	13560	14280	15000	15720	16560	17400			17820	18240
28	Monthly	1130	1190	1250	1310	1380	1450	1520	1600			1640	1680
	Annually	13560	14280	15000	15720	16560	17400	18240	19200			19680	20160
29	Monthly	1250	1310	1380	1450	1520	1600	1680	1760			1805	1850
	Annually	15000	15720	16560	17400	18240	19200	20160	21120			21660	22200
30	Monthly	1380	1450	1520	1600	1680	1760	1850	1940			1990	2040
	Annually	16560	17400	18240	19200	20160	21120	22200	23280			23880	24480
31	Monthly	1520	1600	1680	1760	1850	1940	2040	2140			2195	2250
	Annually	18240	19200	20160	21120	22200	23280	24480	25680			26340	27000
32	Monthly	1680	1760	1850	1940	2040	2140	2250	2360			2420	2480
	Annually	20160	21120	22200	23280	24480	25680	27000	28320			29040	29760

*Including one year at preceding rate.

SALARY SCHEDULE II

Salary Grade	Salary Basis	BASE SALARY RATES				LONGEVITY SALARY RATES			
		Minimum	Intermediate		Maximum	5 Yrs	8 Yrs	13 Yrs	18 Yrs
		Rate	Rates		Rate	Total	Total	Total	Total
		1	2	3	4	Svc.*	Svc.*	Svc.*	Svc.*
		1	2	3	4	1L	2L	3L	4L
1	Monthly	\$ 303	\$ 318	\$ 334	\$ 351	\$ 360	\$ 369	\$ 378	\$ 388
	Annually	3636	3816	4008	4212	4320	4428	4536	4656
2	Monthly	318	334	351	369	378	388	398	408
	Annually	3816	4008	4212	4428	4536	4656	4776	4896
3	Monthly	334	351	369	388	398	408	418	429
	Annually	4008	4212	4428	4656	4776	4896	5016	5148
4	Monthly	351	369	388	408	418	429	440	451
	Annually	4212	4428	4656	4896	5016	5148	5280	5412
5	Monthly	369	388	408	429	440	451	462	474
	Annually	4428	4656	4896	5148	5280	5412	5544	5688
6	Monthly	388	408	429	451	462	474	486	498
	Annually	4656	4896	5148	5412	5544	5688	5832	5976
7	Monthly	408	429	451	474	486	498	510	523
	Annually	4896	5148	5412	5688	5832	5976	6120	6276
8	Monthly	429	451	474	498	510	523	536	549
	Annually	5148	5412	5688	5976	6120	6276	6432	6588
9	Monthly	451	474	498	523	536	549	562	576
	Annually	5412	5688	5976	6276	6432	6588	6744	6912
10	Monthly	474	498	523	549	562	576	590	604
	Annually	5688	5976	6276	6588	6744	6912	7080	7248
11	Monthly	498	523	549	576	590	604	618	633
	Annually	5976	6276	6588	6912	7080	7248	7416	7596
12	Monthly	523	549	576	604	618	633	648	663
	Annually	6276	6588	6912	7248	7416	7596	7776	7956
13	Monthly	549	576	604	633	648	663	679	695
	Annually	6588	6912	7248	7596	7776	7956	8148	8340
14	Monthly	576	604	633	663	679	695	712	730
	Annually	6912	7248	7596	7956	8148	8340	8544	8760
15	Monthly	604	633	663	695	712	730	750	770
	Annually	7248	7596	7956	8340	8544	8760	9000	9240
16	Monthly	633	663	695	730	750	770	790	810
	Annually	7596	7956	8340	8760	9000	9240	9480	9720

*Including one year at preceding rate.

APPENDIX B

SUMMARIES

of

SALARY SURVEY DATA

SUMMARY OF SALARY DATA
Reported by
241 LEADING INDUSTRIAL, COMMERCIAL AND GOVERNMENTAL EMPLOYERS
in the
STATE OF MONTANA

Salary Survey by J. L. Jacobs & Company, Chicago, Illinois March-April, 1968

<u>Salary Survey Occupations</u>	Number of Employers <u>Reporting</u>	Number of Employees <u>Reported</u>	MEDIAN SALARIES PAID (Dollars per Hour)		
			<u>Minimum</u>	<u>Maximum</u>	<u>Mid-Point</u>

CLERICAL, ADMINISTRATIVE AND FISCAL OCCUPATIONS:

Junior Clerk	60	376	\$1.60	\$2.02	\$1.81
Junior Clerk Typist	65	241	1.62	2.04	1.83
Telephone Operator	73	140	1.70	2.17	1.94
Bookkeeping Machine Operator	61	129	1.65	2.25	1.95
Teller (Cashier Clerk)	66	367	1.73	2.31	2.02
Junior Clerk Stenographer	37	127	1.68	2.38	2.03
Key Punch Operator	37	108	1.71	2.35	2.03
Clerk Typist	87	493	1.73	2.38	2.06
Account Clerk	89	311	1.79	2.58	2.19
Clerk Stenographer	118	396	1.91	2.60	2.26
Multilith Operator	15	21	2.08	2.57	2.33
Tabulating Equipment Operator	17	34	1.99	2.75	2.37
Legal Stenographer	26	48	2.15	2.89	2.52
Storekeeper	53	105	2.57	3.00	2.79
Computer Operator	21	41	2.59	3.09	2.84
Senior Account Clerk	105	246	2.68	3.48	3.08
Buyer	28	77	2.70	4.09	3.40
Computer Programmer	18	32	3.06	4.06	3.56
Junior Accountant	20	33	3.18	3.99	3.59
EDP Systems Analyst	7	8	4.22	6.08	5.15
			(Dollars per Month)		
Personnel Director	40	47	798.	950.	874.

SPECIALIZED PROFESSIONAL AND RELATED OCCUPATIONS:

Librarian	6	20	(Dollars per Hour)		
			3.17	3.91	3.54
Recreation Center Director	4	16	3.64	3.64	3.64
			(Dollars per Month)		
Purchasing Agent	43	54	600.	850.	725.
			(Dollars per Hour)		
Chemist	11	13	3.83	5.13	4.48
			(Dollars per Month)		
Attorney	4	7	700.	1250.	975.

ENGINEERING AND TECHNICAL OCCUPATIONS:

			(Dollars per Hour)		
Laboratory Aide	8	12	2.07	2.69	2.38
Junior Draftsman (Tracer)	9	23	2.13	2.89	2.51
Rodman or Chainman	14	100	2.50	2.98	2.74
Instrument Man	14	50	2.83	3.50	3.17
Engineering Draftsman	31	85	2.89	3.76	3.33

<u>Salary Survey Occupations</u>	<u>Number of Employers Reporting</u>	<u>Number of Employees Reported</u>	<u>MEDIAN SALARIES PAID</u> <u>(Dollars Per Hour)</u>		
			<u>Minimum</u>	<u>Maximum</u>	<u>Mid-Point</u>

ENGINEERING AND TECHNICAL OCCUPATIONS - (continued)

Laboratory Technician	18	69	3.20	3.73	3.47
Radio Technician	8	42	3.35	3.90	3.63
Sewage Plant Operator	5	19	3.57	3.72	3.65
Water Plant Operator	6	22	3.66	3.66	3.66
Chief of Party	16	63	3.50	4.50	4.00
Junior Engineer (Combined)	17	29	3.82	4.46	4.14
(Dollars per Month)					
Professional Engineer	51	277	822.	1133.	978.

MEDICAL, WELFARE AND SOCIAL SERVICE OCCUPATIONS:

(Dollars per Hour)					
Nurses Aide	21	840	1.37	1.84	1.61
Licensed Practical Nurse	23	312	1.87	2.16	2.02
Medical Records Librarian	14	15	2.32	2.87	2.60
X-Ray Technician	19	38	2.60	3.09	2.85
Registered Nurse	23	781	2.80	3.16	2.98
Dietitian	14	16	2.89	3.60	3.25
Medical Laboratory Technician	20	95	2.89	3.64	3.27
Pharmacist	10	13	3.78	4.97	4.38
(Dollars per Month)					
Director of Nursing	16	16	575.	700.	638.

LABOR AND TRADES OCCUPATIONS:

(Dollars per Hour)					
Janitress	28	152	1.48	1.57	1.53
Janitor	75	311	1.73	2.16	1.95
Meter Reader	6	68	1.68	2.77	2.23
Building Custodian	27	101	2.00	2.56	2.28
Watchman	23	69	2.15	2.51	2.33
Common Laborer	70	1696	2.55	2.70	2.63
Stationary Fireman	16	49	2.61	2.68	2.65
Construction Laborer	31	726	2.79	3.09	2.94
Light Equipment Operator	40	324	3.13	3.13	3.13
Painter	26	58	2.94	3.33	3.14
Machinist	33	156	3.11	3.29	3.20
Automotive Mechanic	57	398	3.13	3.33	3.23
Carpenter (Maintenance)	50	213	3.11	3.38	3.25
Plumber (Maintenance)	18	129	3.11	3.38	3.25
Welder-Blacksmith	34	322	3.21	3.38	3.30
Utility Meter Repairman	4	21	3.04	3.67	3.36
Heavy Equipment Operator	65	1395	3.26	3.50	3.38
Electrician (Maintenance)	42	334	3.40	3.50	3.45
Special Construction					
Equipment Operator	29	439	3.40	3.71	3.56
Operating Engineer	36	182	3.47	3.71	3.59
Cement Finisher	13	33	3.48	3.69	3.59

<u>Salary Survey Occupations</u>	<u>Number of Employers Reporting</u>	<u>Number of Employees Reported</u>	<u>MEDIAN SALARIES PAID</u> <u>(Dollars Per Hour)</u>		
			<u>Minimum</u>	<u>Maximum</u>	<u>Mid-Point</u>

LABOR AND TRADES SUPERVISORY OCCUPATIONS:

Carpenter - Leadman	3	18	3.47	3.69	3.58
Automotive Mechanic - Leadman	5	7	3.82	3.82	3.82
Automotive Mechanic Foreman	4	6	3.29	4.45	3.87
Maintenance Foreman	10	18	3.29	4.45	3.87

FOOD SERVICE AND HOUSEKEEPING OCCUPATIONS:

Maid	20	221	1.34	1.57	1.46
Laundress	18	93	1.40	1.64	1.52
Kitchen Helper	25	329	1.43	1.62	1.53
Cook	25	93	1.75	2.10	1.93
Housekeeper	17	21	1.81	2.16	1.99
Laundryman	13	15	2.02	2.18	2.10

SUMMARY OF DATA ON FRINGE BENEFITS AND WORKING CONDITIONS
Reported By
239 LARGER INDUSTRIAL, COMMERCIAL AND GOVERNMENTAL EMPLOYERS
in the
STATE OF MONTANA

Survey by J. L. Jacobs & Company, Chicago, Illinois March - April, 1968

HOURS OF WORK:	NUMBER OF EMPLOYERS REPORTING ON -- (*)	
	Office, Professional & Technical Workers (Normally Salaried)	Labor and Trades Workers (Normally Hourly Paid)
<u>Normal Work Week (Hours)</u>		
36	1	0
37	1	0
37½	1	1
38	1	1
40	192	149
42	1	3
44	19	3
45	2	3
48	9	15
50	0	3
56	0	1
60	0	1
<u>Normal Work Week (Days)</u>		
5	192	152
5½	27	4
6	8	23
7	0	1

OVERTIME PRACTICES AND NIGHT PREMIUMS:

Compensation for Overtime

No set rule or no compensation for overtime allowed	39	4
Pay at straight time	12	10
Pay at time and a half	146	150
Pay at double time	1	6
Pay at time and a half OR equal time off	9	2
Equal time off	7	0
Pay OR time off at straight time	0	1
Pay OR time off at time and a half	1	0
	12NR	7NR

(*) Of the 239 reporting employers, 59 reported having no labor and trades workers; 12 reported having no office professional or technical personnel thus, the summarized data on office, professional and technical workers are based on 227 employers reporting, and the data on labor and trades workers are based on 180 employers reporting.

NR - Not reporting

SUMMARY OF DATA ON BENEFITS - Continued

Office, Professional
& Technical Workers

Labor and
Trades Workers

OVERTIME PRACTICES AND NIGHT
PREMIUMS - Cont'd.

Compensation for Night Work

Rotating Shifts

Yes	27	62
No.	178	106
	35NR	13NR

(1st Shift)

Number reporting.	25	43
No premium.	23	37
4¢/hr	0	1
18¢/hr	0	1
21¢/hr	1	1
10%	1	2
25%	0	1

(2nd Shift)

Number reporting	24	56
No premium.	11	15
2¢/hr	1	0
3¢/hr	0	2
5¢/hr	0	5
6¢/hr	0	3
7¢/hr	0	2
8¢/hr	1	4
9¢/hr	0	1
10¢/hr	2	8
11¢/hr	1	1
12¢/hr	1	4
15¢/hr	0	1
21¢/hr	1	2
5%	1	0
7%	0	1
10%	2	3
\$10/mo.	1	1
\$20/mo.	1	0
\$25/mo.	0	1
\$1-2shift	1	2

(3rd Shift)

Number reporting.	26	59
No premium.	10	18
2¢/hr	1	0
3¢/hr	0	2
5¢/hr	0	4
6¢/hr	0	3
7¢/hr	0	2
8¢/hr	0	5

SUMMARY OF DATA ON BENEFITS - Continued

Office, Professional
& Technical Workers

Labor and
Trades Workers

OVERTIME PRACTICES AND NIGHT
PREMIUMS - Cont'd.

Compensation for Night Work - Cont'd.

(3rd Shift)

9¢/hr	0	1
10¢/hr	3	5
11¢/hr	0	1
12¢/hr	1	5
15¢/hr	0	1
16¢/hr	1	0
18¢/hr	1	0
20¢/hr	0	3
21¢/hr	1	1
10%	3	3
12%	0	1
\$1-2shift.	1	2
\$10/mo.. . . .	0	1
\$15/mo.. . . .	2	0
\$25/mo.. . . .	2	1

Fixed Shift

Yes	30	37
No.	160	89
	37NR	54NR

(2nd Shift)

Number reporting.	26	26
No premium.	10	9
2¢/hr	0	1
3¢/hr	0	3
4¢/hr	0	1
5¢/hr	0	3
6¢/hr	2	0
7¢/hr	0	4
8¢/hr	0	2
10¢/hr	2	4
11¢/hr	3	2
12¢/hr	1	0
14½¢/hr.	0	1
20¢/hr	0	1
23¢/hr	0	1
48¢/hr	1	0
5%	1	0
10%	1	1
\$1-2shift.	1	1
\$10/mo.. . . .	1	1
\$20/mo.. . . .	1	0
\$25/mo.. . . .	1	0
\$600/yr.. . . .	1	0

SUMMARY OF DATA ON BENEFITS - Continued

Office, Professional
& Technical Workers

Labor and
Trades Workers

OVERTIME PRACTICES AND NIGHT
PREMIUMS - Cont'd.

Compensation for Night Work - Cont'd.
(Fixed Shift, cont'd)

(3rd Shift)

Number reporting	24	31
No premium	10	11
3¢/hr.	0	1
5¢/hr.	0	3
6¢/hr.	2	0
8¢/hr.	0	1
10¢/hr.	2	3
11½¢/hr.	0	1
12¢/hr.	1	2
16¢/hr.	0	1
18¢/hr.	2	1
20¢/hr.	0	1
23¢/hr.	0	1
25¢/hr.	0	1
48¢/hr.	1	0
10%	2	1
\$1-2shift	1	1
\$15/mo.	1	1
\$25/mo.	1	0
\$600/yr.	1	1

HOLIDAY PRACTICES:

Paid Holidays per Year

None	10	26
Less than 6.	18	12
6 or 6½	85	44
7 or 7½	39	38
8 or 8½	54	41
9 or 9½	12	11
10 or 10½	3	1
11 or more	1	0
	5NR	6NR

When Holiday Falls on Saturday

Observe another day.	107	67
Give additional day's pay.	26	49
Do not observe in any way.	72	36
	22NR	28NR

SUMMARY OF DATA ON BENEFITS - Continued

Office, Professional & Technical Workers

Labor and Trades Workers

HOLIDAY PRACTICES - cont'd.

Premium Pay for Work on Paid Holiday (In addition to regular pay for the day)

No compensation is provided or no holidays are worked	61	20
Time worked is paid at straight time.	29	25
Time worked is paid at time and a half.	48	68
Time worked is paid at double time.	20	40
Pay at straight time OR equal time off.	5	2
Pay at time and a half OR equal time off.	3	1
Equal time off is granted	16	4
	45NR	20NR

VACATION PRACTICES:

Provision of Vacation With Pay

Provide vacation with pay	225	160
Provide no vacation with pay. . . .	2	19
Reporting details of vacation plan.	206	146
		1NR

Minimum Service Required Before Vacation Granted

Less than 6 months.	15	8
6 months.	41	19
9 - 11 months	1	1
12 months	148	117
36 months	1	1

Work Days per year --	0	3-5	6-9	10	11-14	15	16-19	20	Over 20
	(Number of employers reporting)								

Vacation Credit Earned Annually by Salaried Workers --

During 1st year	151	22	0	22	10	1	0	0	0
After 1st year. . . .	2	57	11	115	17	4	0	0	0
After 2 years	0	24	3	144	27	7	0	1	0
After 3 years	0	4	1	159	21	10	2	9	0
After 5 years	0	2	1	133	23	36	0	10	1
After 10 years. . . .	0	1	1	69	16	87	4	22	6
After 15 years. . . .	0	1	1	59	14	84	2	30	15
After 20 years. . . .	0	1	1	57	11	58	4	49	25
After 25 years. . . .	0	1	1	56	10	52	3	54	29

SUMMARY OF DATA ON BENEFITS - Continued

Office, Professional
& Technical Workers

Labor and
Trades Workers

VACATION PRACTICES - cont'd:

Work Days per Year --	<u>0</u>	<u>3-5</u>	<u>6-9</u>	<u>10</u>	<u>11-14</u>	<u>15</u>	<u>16-19</u>	<u>20</u>	Over <u>20</u>
(Number of employers reporting)									
<u>Vacation Credit Earned Annually by Hourly Workers --</u>									
During 1st year . . .	<u>114</u>	12	1	11	8	0	0	0	0
After 1st year. . . .	3	<u>64</u>	12	51	12	4	0	0	0
After 2 years	1	<u>36</u>	4	81	20	4	0	0	0
After 3 years	0	7	5	<u>106</u>	12	7	2	7	0
After 5 years	0	3	3	<u>91</u>	13	27	1	7	1
After 10 years. . . .	0	2	1	42	14	<u>60</u>	5	18	4
After 15 years. . . .	0	2	1	33	9	<u>60</u>	5	24	12
After 20 years. . . .	0	2	1	33	5	46	5	32	22
After 25 years. . . .	0	2	1	33	4	38	4	39	25

NOTE: Predominant practice is indicated by underscores.

SICK LEAVE PRACTICES:

Method of Providing for Pay During
Sick Leave (Non-Occupational)

Ordinary sick leave plan.	66	37
Sickness and accident insurance . .	47	47
Combination of both	44	30
No provision for pay or not reporting	70	66

Ordinary Sick Leave Plans (Non-Accumu-
lative, Unless Otherwise Indicated)

Sick leave credit earned per year:

Less than 10 work days.	16	13
Less than 10 work days*	4	4
10 to 15 work days.	14	8
10 to 15 work days*	41	28
16 to 30 work days.	4	1
5 to 20 work days#	1	0
20 to 50 work days#	1	1
50 to 100 work days#.	1	0
100 to 200 work days#.	1	0
10 to 42 work days#	1	1
15 to 60 work days#	1	0
10 to 130 work days#.	1	1
44 to 132 work days#.	1	0
0 to 180 work days#.	1	1
8 to 260 work days#.	2	1
5 to 365 work days#.	1	1

19NR

7NR

(*Accumulative from year to year; #graduated by length of service.)

SUMMARY OF DATA ON BENEFITS - ContinuedOffice, Professional
& Technical WorkersLabor and
Trades Workers

SICK LEAVE PRACTICES - Cont'd.

Ordinary Sick Leave Plans - Cont'd.

Conversion of unused sick leave
credit to vacation or cash:

None allowed	110	65
Allowed.	0	2

Sickness and Accident Insurance Plans

Waiting period before benefits start:

None	18	6
Less than 5 days	3	9
5 to 7 days.	18	21
8 to 10 days	5	6
Over 10 days	32	20
	15NR	15NR

Limit on days benefits provided:

Less than 50	10	6
50 to 75	7	6
76 to 100	9	13
101 to 200	23	19
Over 200	11	9
	31NR	24NR

Portion of employees' salaries paid during absence:

Less than 50%	0	1
50 to 75%	18	12
More than 75%	12	7
Less than \$50 per week.	19	16
\$50 to \$75 per week	9	12
Over \$75 per week	3	1
	30 NR	28NR

Portion of premiums paid by employer:

None	4	4
Less than 50%.	3	6
50 to 75%.	22	19
76 to 99%.	4	5
100%	46	33
	12NR	10NR

GROUP LIFE AND HOSPITALIZATION INSURANCE:

Provision of Life and Hospitalization Insurance

Provide life insurance only.	7	1
Provide hospitalization only	38	26
Provide both	170	125
Provide neither.	8	16
	4NR	12NR

SUMMARY OF DATA ON BENEFITS - ContinuedOffice, Professional
& Technical WorkersLabor and
Trades WorkersGROUP LIFE AND HOSPITALIZATION INSURANCE - cont'd.Portion of Life Insurance Premiums Paid
by Employer

None	13	10
Less than 50%.	24	17
50 to 75%.	57	36
76 to 99%.	2	2
100%	72	53
	8NR	8NR

Portion of Hospitalization Insurance
Premiums Paid by Employer

Employee coverage:

None.	17	24
Less than 50%	34	24
50 to 75%	48	33
76 to 99%	5	7
100%	86	41
	18NR	22NR

Family coverage:

None.	46	32
Less than 50%	34	25
50 to 75%	55	33
76 to 99%	4	7
100%	42	33
	27NR	21NR

Average amount paid by employer

per employee.	\$15.76/month	\$16.74/month
-----------------------	---------------	---------------

RETIREMENT BENEFITS:

Provision of Retirement Plan

Provide plan	137	103
Provide no plan	76	55
	14NR	22NR

Portion of Cost Paid by Employer

None	0	1
Less than 50%.	9	9
50 to 75%.	19	11
76 to 99%.	5	4
100%	79	60
	52NR	38NR

SUMMARY OF DATA ON BENEFITS - ContinuedOffice, Professional
& Technical WorkersLabor and
Trades Workers

RETIREMENT BENEFITS - cont'd.

Per Cent of Employees' Salary Paid as
Employer Contribution

None.	9	12
Less than 5%.	14	11
5 to 8%	33	23
More than 8%.	18	9
	90NR	68NR

BENEFIT PACKAGE:

Less than 30¢ an hour.	8	7
30¢ to 60¢ an hour	5	8
More than 60¢ an hour.	4	6
Less than 10%.	2	4
10% to 20%	20	13
More than 20%.	21	8
	167NR	142NR

